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STRENGTHENING DISASTER RECOVERY FOR THE NATION



Strengthening Disaster Recovery for the Nation

STAKEHOLDER FORUM

Memphis, Tennessee

Time: November 23, 2009, Monday
8:30 AM – 12:00 PM (Central)
1:30 PM – 5:00 PM (Central)

Note: This product is provided as a general summary only, not a transcript of the discussion.



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Overview Of Stakeholder Forum Process

Format

Two (2) Stakeholder Forums were held in Memphis: A morning and afternoon session. After a brief introduction participants were divided into 9 Breakout Groups for the morning session; 3 for the afternoon. They were asked to comment on 16 White House-prepared questions divided by theme:

- **DEFINING SUCCESS:** (Four (4) questions + *What else would you like us to know?*)
- **BEST PRACTICES:** (Six (6) questions + *What else would you like us to know?*)
- **ROLES + RESPONSIBILITIES + COORDINATION:** ("Five [5] questions + *What else would you like us to know?*")

At the end of the Breakout Session, a spokesperson for each group summarized their group's discussion to the General Assembly.

Invitation Process

Invitational participation for the Stakeholder Forums was similar to that of the Video Teleconferences (VTCs). States were given the responsibility for inviting participants; however, greater encouragement was given to the States to include participation beyond Federal and State agencies and departments, to be more inclusive of those representing nonprofits, faith-based and private sectors, local governing authorities and others.

Goals + Results

- **Maximize participation.** The facilitation format offered every person an opportunity to contribute in a small group discussion. **Result:** *Every participant had a chance to participate. All participants were offered an opportunity for additional input through the Web site.*
- **All questions addressed.** **Result:** *While each question was not addressed by all participants, all questions were addressed by at least one (1) Breakout Group and usually more.*
- **Multiple perspectives represented in the conversation.** **Result:** *Nonprofits, public sector representatives, etc., were called upon by Facilitators within individual Breakouts to ensure specific viewpoints were included in the conversation.*



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- **A disaster recovery conversation occurred** (as opposed to response). **Result:** *A recovery conversation was encouraged by using the “setup” found in the Facilitators’ Narrative to frame the conversation. Senior project leadership and Facilitator staff used “framing” comments in opening remarks. Breakout Group facilitators repeated “framing” comments within individual groups.*



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EXECUTIVE SUMMARY + EMERGING THEMES



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EXECUTIVE SUMMARY

The Memphis Summary has been developed after the overall Emerging Themes (10) have been identified by the analyst team and Project Leadership using the data from the 10 VTCs and the raw data from the five (5) Stakeholder Forums. Emerging Themes may change as new data is gathered (from the Web and other input channels). Specifically, the 10 Emerging Themes identified to date are:

- **Defining + Measuring Recovery Success**
- **Recovery Planning**
- **Partnerships + Coordination**
- **Communications**
- **Leadership**
- **Programs + Funding**
- **Accountability + Timeliness + Flexibility**
- **Building Back Safer + Stronger + Smarter**
- **Roles + Responsibilities + Local Capacity**
- **Training**

This Executive Summary of the Memphis Stakeholder Forum organizes key participant comments around these themes. Following the Executive Summary, detailed comments are organized by question and grouped by: Defining Success, Best Practices and Roles + Responsibilities + Coordination.

In addition to the themes noted above, an additional Emerging Theme for this group is:

- **Self-preparedness + Individual Responsibility**

Overall, participants note the difference between short-term response and long-term recovery and that long-term recovery is likely to take years. They say recovery is not just about rebuilding buildings but is also about rebuilding societies; long-term plans need to be prepared “for the many, not for the few.” They note the process of recovery and the end recovery result are equally important and that public planning for disasters should be ongoing. Participants want to see proactive and comprehensive pre-planning and enhanced communications, public outreach and public education efforts pre- and post-disaster. They are strong advocates for private sector



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participation in recovery, want to see the private sector participation role formalized and the inclusion of private sector partners in training, exercising and drills.

Defining + Measuring Recovery Success

Memphis Stakeholder Forum participants note the importance of defining success and have varying opinions about what constitutes a successful recovery. They believe local communities should define success as well as the pace of recovery. They caution that absent a clear definition, expectations are difficult to manage and success is likely to be defined by the media rather than communities and stakeholders, something they see as risky. For some, success is defined as returning the community to pre-disaster conditions. For others, it is a return to “normal.” And others say a return to a “new” normal. Some describe it as a process rather than an end state. Others describe it as a return to a more resilient state where the community is less vulnerable to future events. All agree in order for recovery to be considered successful, infrastructure must be restored, housing available, the economy working, work force sufficiently returned, basic human services operational, supply chains back up (including farming and food supply chains), local government services restored, schools re-opened and community “vibrancy” restored. Other participants note the importance of psychological recovery. Some suggest that measures such as the restoration of power and the return of basic human services can be used as benchmarks. Others suggested the rise or fall of crime and unemployment rates as measurements of progress. Others still suggest the reduction in dependence on Federal governmental support, the number of people and businesses returning, stabilization of the tax base, the number of individuals requiring public assistance and ultimately, the number of end users of services as appropriate metrics among others. All agree a systemic set of measurements needs to be identified against which progress can be benchmarked. Some suggest that metrics should be quantitative as well as qualitative; tracking should be ongoing and reported to all stakeholders frequently to build confidence in continuing efforts.

Recovery Planning

Participants say that recovery should follow a plan and note pre-disaster planning as a best practice. Participants think planning should be based on the scope and size of the expected disaster. Planning should be comprehensive and consider environmental, social and economic needs as well as the needs of those without resources and insurance, living in poverty, the disabled



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and those with special needs. It should include participation from the private sector; community; local, State and Federal authorities; nonprofits and other Non-Governmental Organizations (NGOs). Participants recognize there is a potential conflict when considering recovery planning and the need to expedite recovery. The need for speed must be balanced with the time it takes to plan. Mitigation initiatives need to be included in pre-planning efforts, timelines developed and a single plan (all planning rolls up to one plan) is a desired outcome. Participants want to see planning include business Continuity of Operations (COOP) and develop strategies for reestablishing small businesses quickly. Plans should also consider disaster relocation and reorganization planning, address environmental issues and include strong public participation. Participants note that planning relies in part on assessments and they think early and ongoing assessments are needed to determine if needs are being met. Participants acknowledge that planning goals must be consistent with the new post-disaster conditions and a new vision for recovery needs to be considered. Participants say successful recoveries are organized early — pre-disaster — and want to see pre-planning that identifies vulnerabilities; resources and funding streams; agencies, nonprofit and faith-based and private sector partners; and communications strategies pre-disaster. Pre-disaster planning should include pre-staging of supplies, materials and equipment around multiple strategic locations. Participants suggest that recovery happens in phases, and it may be hard to determine where one phase ends and another begins so there should be no hard-line delineations or strict timelines. Transitions from one phase to another need to be considered.

Partnerships + Coordination

Participants see recovery as a process requiring well-coordinated procedures between Federal, State and local entities, nonprofits, faith-based organizations, the private sector, recovery stakeholders, citizens and anyone involved in the recovery. Absent a structured approach, this group envisions “chaos.” Participants say that coordination is “integral” to successful recoveries and some mention the National Incident Management System (NIMS) as an important tool for managing recovery coordination. Participants think case management strategies can be employed to help communities as well as individuals manage recoveries. They feel that long-term recovery needs even more structure and guidance to be successful and want to see a primary coordinator identified for all levels of government. Some suggest establishing a recovery office, others agree saying that the office needs to be established pre-event so that official points of contact for a disaster are already known before an emergency occurs. Needed relationships (both public and



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private) need to be identified and developed pre-disaster to ensure seamless coordination post-disaster. Participants note Voluntary Organizations Active in Disaster (VOAD) and the organization of Emergency Management Agency (EMA) and Housing and Urban Development (HUD) Regions that coordinate with the State Emergency Operations Center as best practices. However, some participants note that VOAD does not always represent all local VOADs and local VOADs are not included in planning processes but should be. They want to see pre-existing agreements, Memorandum of Understandings (MOUs) and Memorandum of Agreements (MOAs), especially for utilities, telecommunications companies and volunteer agencies. Participants say the goal should be to maximize the availability and effectiveness of aid, to avoid having a surplus during response followed by a shortfall of aid throughout recovery. Participants say that coordination needs to include grassroots involvement and extend beyond organizing groups to include the coordination of State and Federal recovery resources. Pre-disaster relationship building should extend to media so that post-disaster coordination is facilitated and media partnerships are possible to assist in message delivery and messaging accuracy and to telecommunications companies.

Communications

Participants feel that clear and concise communications must be established for a recovery to be successful. Communications — and coordination — needs to reach across all program areas, connect all levels of authorities and outreach to all audiences. They note the role of communications in ensuring transparency in recovery decision-making and the implementation of recovery processes. They advocate communicating recovery successes back to the community, since it leads to improved public perception of how the process is unfolding. They believe that successful communications and community outreach can manage the expectations of the community, leading to greater satisfaction with the recovery process. They equally note communications initiatives need to reach out to displaced populations, disabled and others with special circumstances or needs. Successful recoveries depend on individuals and community leadership knowing what resources are available and how to access them. Recoveries rely on adequate and varied communications — from leveraging traditional media forms, to Town Hall meetings, the use of social media, direct contact, the Web and more — to ensure well-informed citizens, stakeholders, partners and leadership. Participants note the need for alternate communications channels when main systems are down. They want to see established communications protocols pre-disaster, increased information availability and access, managed media messaging that portrays an accurate



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picture of conditions on the ground and communication outreach to community, faith-based, nonprofits, private sector and leadership at all levels, using them as both a source for information and a channel to disseminate information. One participant said communication strategies need to put a “premium on transparency, consistency and uniform access to information.” Participants note Emergency Support Function (ESF) #14 Long-Term Community Recovery (LTCR), Federal Emergency Management Agency (FEMA) Individual Assistance (IA) and Small Business Administration (SBA) are noted as best practices in (recovery planning and) public engagement.

Leadership

Participants want to see effective management of recovery. They feel command and control is important and that decision-making authority and staff members need to be identified from the outset. Leadership needs to be knowledgeable and recovery planning needs to respect the roles of local communities, stakeholders and authorities, providing clear, appropriate and consistent direction. And, participants say leadership needs to manage recovery expectations. Participants feel it is unlikely recovery will meet all expectations and it is important for leadership to acknowledge this. They also say that recovery authorities, both recovery leadership and statutory authorities and policies need to recognize improving the community as a result of recovery is a desired outcome. They say again and again the importance of local decision-making, local integration into recovery planning and recovery activities. Local knowledge, understanding of issues and local values should not be underestimated.

Programs + Funding

Adequate funding continues to be a recurring theme. Memphis participants say recovery is dependent in part on the timely availability of resources, both technical assistance and funding. They note the importance of Congressional funding and its particular importance to those who are un- or under-insured. They want to see funding mechanisms in place early. They also say funding is needed especially for assisting disabled populations and should include equipment, independent living centers, interpreters, attendants and more. They want to see trained technical assistance, knowledgeable about the local area and who can facilitate funding, on the ground from “day one.” Participants feel more assistance is needed for private businesses, the “backbone” of the community. Cost sharing and matching are a challenge and appropriate funding for nonprofits and other NGO recovery resource providers is needed. One participant suggests separate Federal



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assistance processes for individuals and governments. Participants also note the need for assistance in “non-declared” disasters. Participants feel pre-planning is essential for disaster recoveries but note that if funds cannot be encumbered before an event an alternative method needs to be established for funding pre-positioned partnerships and contracts. Some want the State to coordinate disseminating Federal monies; others want money to come directly to those who need assistance. One participant said that funding authority should be redistributed from Federal to local governments. Another said all government agencies need to set aside funds to manage recovery efforts.

Accountability + Timeliness + Flexibility

Participants continue to mention speed of assistance as critical to expediting recoveries and note the timely payment of insurance proceeds as important. One participant wants to see a single point of access for all recovery resources and all participants want processes streamlined, hurdles to accessing resources and regulatory obstacles removed, “red tape” eliminated and paperwork minimized. They want to see flexibility in building repair, especially for those that do not meet code. They think models are needed for resource allocation that prioritize needs and that allocation models should “fit” the community. Some participants want flexibility to be given to the States. Others want to see a process to monitor fraud. While participants want the declaration process accelerated, they note FEMA’s expedited disaster declaration as a best practice. Participants also discussed accountability in terms of community residents: *Do we know where they are? Have they returned? Do they plan to return?*

Building Back Safer + Stronger + Smarter

Memphis participants feel the success of a recovery depends in part on Lessons Learned from other disasters and on identifying and mitigating risks. Participants want to see communities ask themselves: *Does the recovery add a new resiliency to the community? Is the community better prepared for future events?* They suggest that by identifying risks during the recovery and developing plans to mitigate them, the overall risk from future events can be lowered, leading to speedier recoveries in the future. Participants also note that structural and non-structural mitigation measures are needed to ensure long-term resiliency.

Roles + Responsibilities + Local Capacity



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Participants say recovery begins at “day one” of the disaster and that it is important to identify players, leadership, needs and an overall timeframe as well as roles and responsibilities early. In fact, participants prefer that roles and responsibilities be determined pre-event. They say that broad guidelines are needed from FEMA for recovery and more detailed guidelines from the State that can be implemented and modernized as needed. They advocate for a strong State team. Others say recovery should be a “ground up” process and not top down. Participants suggest that leading agencies and roles and responsibilities need to be identified for all recovery partners (including private sector, nonprofit and other NGO partners), not just local, State, Tribal and Federal governing authorities. Clearly defined roles, backfilled in the event that a designated entity is unable to fulfill its role, is important to ensuring seamless operations. Participants acknowledge that roles and responsibilities may vary between urban and rural communities. Participants note that Federal assistance mobilizes support, plays an important role in safety and security, is critical to infrastructure rebuilding, economic recovery, coordinating nonprofit and private support and the maintenance and implementation of emergency broadcast systems. They say that States should be liaisons between local authorities and Federal agencies. States have a responsibility to establish clear statewide visions for local recovery plans, while plans should be implemented locally. Participants say local officials are responsible to coordinate ESFs and emergency management. Participants note again that decisions need to be local; however, participants acknowledge that local capacity needs to be assessed and local resources and staffing need to be a part of long-term recovery planning. Noting Hurricane Katrina as an example, participants think the State must ensure that local authorities adopt the Uniform Building Code to ensure safe construction and development practices post-disaster, identifying this as a best practice. They also say that States inviting FEMA to help and Incident Command System (ICS) are best practices in defining roles and responsibilities.

Participants say the some of capacity challenges to recovery include funding, loan guarantees, the need for immediate upfront cash and manpower, followed by resources to support displaced people and meet the needs of vulnerable populations. Participants want to see long-range disaster plans funded and long-range disaster plans include mitigation. Participants specifically say local authorities often lack sufficient staff for daily operations; adding disaster responsibilities to already stretched-thin staffs results in significant challenges to local management of recovery.



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Private Sector

Memphis participants envision a significant role for the private sector in recovery and want to see it more fully developed and formalized. One person said there needs to be a shift to “corporate preparedness” rather than government response afterwards. Private strategies need to be pre-planned. Some participants say the recovery process should be “shouldered” primarily by the private sector and should remain as independent from government assistance as possible. One participant expressed private entities should be charged with reestablishing infrastructure rather than government. Participants are repetitive in saying private resources are critical to recovery and are an under-utilized resource.

Training

Participants say that when a community is trained and prepared, recovery can be more proactive and responsive. They want to see response and recovery training updated. Noting Community Emergency Response Teams (CERT) and other training/exercise events as best practices, participants note that training and exercising are also ways in which to get the community involved. Participants want to see more NIMS training and all training programs to have a greater focus on recovery. Training is needed in long-term recovery management, funds management and funding distribution. They also say training should include teaching participants how to mitigate for potential future hazards. Recovery plans should be exercised both in the field and using tabletops, and should include the use of other communities and their facilities. Cross training is needed between States and local communities.

Self-preparedness + Individual Responsibility

Memphis participants note in several sessions that communities need to “own” their recoveries and not wait on someone else to bring the community back. One participant said, “ownership of responsibility from locals needs to be a higher priority” and another said local authorities have a responsibility to promote personal responsibility for one’s own safety and future. Participants want to see citizens take responsibility for their individual recovery planning and say that government should have “limited” responsibility for returning “unprepared” individuals to a pre-disaster state. One participant said, “Community organizations, residents and leaders need to step up to the plate.” Another suggests that State agencies ask for help and resources rather than the



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Federal government imposing programs when locals can take care of themselves. And another suggests delaying the Federal response to allow local efforts to “step up” to recovery needs.

INNOVATIVE IDEAS

Participants suggest the following as ideas to improve recovery:

- Creation of a jobs center to coordinate recovery work, looking at survivors as resources.
- Measuring economic recovery in economically disadvantaged and affluent communities equally.
- Offering treatment for Post Traumatic Stress Disorder.
- Timelines lengthened to mirror longer-term resolution of recovery issues.
- Business pre-planning that identifies:
 - Critical jobs and non-critical jobs.
 - Strategies that fill returning jobs with returning citizens.
 - Increased reliance on local businesses for recovery materials, supplies and services.
 - Strategies to reduce dependence on outside contractors.
- Hiring a Recovery Manager to manage implementation of projects.
- A formal role created for private sector participation in recovery.
- Greater use of private sector organizations in recovery. Creation of a chart tool that identifies State, local and Federal resources.
- Formal programs to support recovery staff and their families as well as response staff.
- Use of large employers and insurers to assist in communications, information gathering and sharing.
- Creation of recovery message maps, pre-event, to standardize messaging and identify likely audiences.
- Greater reliance on social media as a pre- and post-disaster communications tool.
- Greater coordination with and reliance on schools, large employers, faith-based and nonprofits to help get information out.



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- Changes to the *Stafford Act* to include the ability to encumber funds pre-event to support and facilitate pre-event partnerships, contracting and the pre-staging of needed equipment, materials and supplies.
- “In-kind” services as local match for grant funding.
- Establishment of a credentialing process to allow for the right to access personal information so that recovery can be expedited.
- Creation of a unified intake system and sharing of intake data and case management information between FEMA and NGO organizations to streamline assistance to individuals, and the creation of a pre-approval system for organizations that can have access to FEMA intake data.
- Creation of a post-disaster environmental code to streamline recovery efforts and remove regulatory obstacles National Environmental Policy Act (NEPA).
- Tax incentives for private participation in recovery.
- Federal government mandates for business COOP.
- Sister city teaming opportunities to support a disaster-impacted community until the community is able to take over its own recovery.
- Incentives for training to help private groups build recovery skills.



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DEFINING SUCCESS



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Defining Success

Participant Responses

(NOTE: Comments are recorded by question by group so it is clear which groups responded to which questions.)

Q1. (Original Q1) How would you define a successful disaster recovery?

PM Group 3 (Tables 5-6)

- Reestablish infrastructure (short vs. long-term).
 - Shelter, get people off cots, housing, return of businesses.
- Ability to get supplies into and out of an area.
 - E.g., runway operational, trucking lanes, supplies to support infrastructure, loss of life.
- Get over hurdles.
 - Open up roadways.
 - Identify critical infrastructure that needs to be restored (i.e., water, electricity, fuel).
 - Fuel critically important.
- Identify (ID) and locate people initially, then transition to long-term.
- Surpass panic state, return to normal life.
- Apply lessons from previous disasters.
 - Use mitigation; mitigation with recovery are tied.
- Psychological aspects are important for recovery.
- Maintain/continue identity of town.
- Communication/tracking of people.
 - Relocating people.
- Maintain continuity of government and operations.
- Resume businesses as quickly as possible with minimal loss of life.

AM Group 7

- Return to pre/post disaster conditions both economically and socially.
- Infrastructure and structures rebuilt to better/enhanced condition than pre-disaster.
- Community services: i.e., housing, adequate tax base, police.
 - Maybe not pre-disaster, but a new normal.
 - "New normal" means a function of new/repopulation and shifts in sectors based on what has happened in disaster.
- Restoration that is better than pre-disaster.
- Need to define the role of government vs. private sector/nonprofit in recovery.
- Better educated community as to community's responsibility in recovery.
- How government uses community resources to rebuild; resources are people.
- Recovery is not an end state; it is a process.
- Resources up-front are critical.



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- Sustainable economic environment for the community is a measure of successful disaster recovery.
- Recovery may be defined differently depending on size and nature of disaster (needs are different for an earthquake, flooding, tornado, etc.).
 - This is very important: define how we measure success.
- Define a large-scale successful recovery process and adapt it to smaller scale events.
- Lifelines in place, economic, transportation back in place.

AM Group 1

- Successful recovery can be defined by a return to normalcy, evidenced by:
 - People are able to focus on day-to-day activities.
 - Schools, offices and transportation are back up and running.
- Learn from work of others: Community and Regional Resilience Institute (CARRI).
 - www.resilientus.org.
 - “Normal” needs to be defined relative to post-disaster conditions, resources and constraints.
 - This calls for the definition of “the new normal.”
 - Consider using disaster recovery to improve upon pre-disaster community conditions.
 - We should recover and make our communities *better* than before.
 - 100 percent or pre-disaster conditions may not be feasible.
 - Should we consider 90 percent instead?
- Recovery has been successful when the community has access to critical resources:
 - Food, finances, public services, public safety, health care, appropriate housing (housing should be suitable for long-term occupation and accessible under the Americans with Disabilities Act).
- The recovery process is important.
 - We need well-coordinated procedures between Federal, State and local entities → expeditious recovery process.
- Successful recovery includes planning well-coordinated procedures.
 - From a staff perspective, it is important that tasks and coordination meets supervisors’ expectations.
- Successful recovery ensures adequate and varied communication to the public: electronic, radio, television, print.
 - Pre-plan with communication organizations.
 - Be mindful that if power is out, people may not have access to telephones, television, radio and Internet.
 - Need to develop alternate communication strategies for these types of situations.
- Successful recovery plans for and ensures continuity of operations.
 - Memorandums of Understanding (MOUs).
 - Emergency Management Assistance Compacts (EMACs).
- Successful recovery controls hazards, such as water-borne pollution.
- Successful recovery ensures accountability for community residents.
 - Do we know where they are?
 - Have they returned?
 - Do they plan to return?



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- Do we need to plan for return of the population over the long-term or have residents decided to settle elsewhere?
- A successful recovery process would have clearly defined roles in advance.
 - Designate local entities as decision-makers to expedite recovery process.
 - By keeping decisions local, information/decisions do not need to travel from local to State to Federal and back again before action can be taken.
 - Identify back-up roles in the event that a designated entity is unable to fulfill role.
 - For example: If local government is overloaded accounting for community residents, the State can step in to coordinate communications efforts.
- The community's needs would be met under a successful recovery process.
 - A physical needs assessment can help guide recovery efforts.
 - Initial needs assessment should be followed by regular assessments of whether or not needs are being met.
- A recovery process should be considered successful when residents return.
 - Use percent that are able to return as an indicator of success.
 - Some residents are able to return and choose not to, so this needs to be factored in when evaluating whether a recovery process is a success.
 - Some recovery processes can't start without return of residents.
 - For example: small businesses need clientele and employees.
- Consider a fifth and final phase: Restoration.
- A recovery process should be considered successful when the Federal government no longer provides short-term aid and other non-governmental organizations become active (business, Habitat for Humanity, etc.).
- Successful recovery has occurred when locals have control over their communities.
- A clear understanding of capabilities at all jurisdictional levels pre-disaster helps promote successful disaster recovery processes.
 - What capabilities do various entities have?

PM Group 1(Tables 1- 2)

- Successful recovery could be defined as the return of individuals and businesses to a pre-disaster standard.
 - Post-disaster goals should be on par with pre-disaster conditions – it is not the government's role to improve the community beyond pre-existing conditions.
- Use the recovery process to improve on current practices.
- Successful recovery could be defined as rebuilding to a more resilient state.
 - The community is less vulnerable to future disasters.
- Successful recovery could be defined as returning reasonably prepared people to pre-disaster state.
 - Individuals are responsible for preparing themselves as well. The government should have limited responsibility to return unprepared individuals to a pre-disaster state.
- Successful recovery could involve improving public facilities.
- Successful recovery could be defined as effective management of the disaster.
- Successful recovery could be defined as the efficient delivery of services.
- Successful recovery characteristics should be created collectively.
 - Consider lessons learned from previous disasters and use these lessons in establishing recovery process.



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- Successful recovery involves local control of process and the entire community provides input.

PM Group 2 (Tables 3- 4)

- It is important to have funding mechanism in place early to facilitate successful disaster recovery.
- Streamline insurance processes (remove hurdles) to facilitate successful disaster recovery.
- Successful disaster recovery occurs when:
 - Residents have returned to the community.
 - Long-term infrastructure is up and functioning.
 - Affordable housing is available.
 - Community services have been reestablished.
 - Private sector/jobs have returned.
- Successful disaster recovery provides for necessary financing.
- Successful disaster recovery is timely.
- Successful disaster recovery allows individuals to return to their pre-disaster level of functioning.
 - This includes the provision of treatment for Post Traumatic Stress Disorder (PTSD).
 - This includes the provision of treatment for the mentally ill.
- A recovery effort can be considered successful when the community begins planning *spaces* in community (this comment refers to creating gathering spaces and places for the community, rather than merely repairing existing structures).
 - We should strive to rebuild the community to be better than it was.
 - The community does not necessarily need to be built the same as before.
- Consider environmental/social/economic needs in recovery planning.
 - One way to accomplish this is to align recovery planning with the comprehensive planning process that communities undertake as part of the practice of urban and regional planning.
- Plans should be made for those without resources/insurance.
 - Consider the needs of residents living in poverty when planning.
- A successful recovery process is expedited.
- We need to establish a structure for defining recovery success.
 - The media will define the success or failure of a recovery effort if nobody else does, so it is important for those involved in the recovery effort to participate in creating the definition of success
 - Communicate success criteria to the public
- Don't compromise planning for speed in long-term recovery
 - Be careful to balance the need for planning the recovery process with the need to expedite the process.
 - For example: Ensure that sufficient planning takes place before recovery efforts get underway to avoid the misallocation of efforts/resources.
- Successful recovery should be measured against "the new normal."
 - "The new normal" recognizes that communities change significantly following a disaster.
 - Recovery goals must be consistent with new conditions yet reflect the community's past.



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- Using the concept of “the new normal” can be helpful in managing expectations.
 - Communicate the measures being used.
- Successful recovery engages the community/different sectors in the process.
- Coordination is integral to successful recovery.
- Meeting the needs of the disabled population is an important component of a successful recovery process. Specific needs of the disabled population include:
 - Re-establish housing (accessible, subsidized).
 - Ensure that an adequate number of centers for independent living are reestablished. (There is an existing shortage of centers for independent living.)
 - Adequate funding for equipment, ramps to houses.
 - Adequate services: interpreters, attendants.
 - Relocated populations need to know how to access services.
 - Reintegration during recovery.
- Successful recovery emphasizes cooperation (among mayors, communities, faith-based organizations) instead of competition for media attention, funding.

AM Group 5

- Participants thought the following characteristics should be included in any definition for recovery success:
 - People must be back at work and supply chains back up. For example, food supplies (grocery stores, convenience stores, gas stations, pharmacies, etc.)
 - Government services are restored.
 - Community communications networks are back up—television and radio stations are broadcasting, phone lines are working, Internet is available.
 - The utility grid is back on line.
 - Schools, day care and community centers are open.
 - There are systems in place to meet the cash needs of individual citizens as well as local governing authorities. For example:
 - The availability of (portable or permanent) Automated Teller Machines (ATMs).
 - Banks, credit unions and financial systems have returned and are functioning.
- Participants had several things to say about the importance of schools and day care centers. They think it is important that schools and day care centers reopen as soon as possible, regardless of when the disaster strikes. For example, if the disaster happens during the summer, participants say that schools need to reopen right away, even if school is normally out for the summer. They note that parents and families now have three (3) jobs: a) Returning to the “day jobs;” b) Dealing with the personal impacts of the disaster (returning to permanent housing, home and property repairs, getting businesses restarted, etc.); c) And contributing to the recovery of the community. Reopening of schools not only adds to the return to “normalcy,” they provide a place for children to go while parents are involved in recoveries. One participant suggests that reopening of schools and day care centers should be organized around the reopening of high schools reopen, taking advantage of high school students as a recovery resource to help organize and supervise school activities for younger children.
- Participants also note the importance of open and active job centers as a tool to help coordinate and match people who want/need to work with recovery jobs that need to be



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



done. The center can also function as a clearinghouse for job postings: Businesses that are restarting may be looking for employees. In catastrophic disasters, it is likely that entire population segments will have been evacuated. Returning businesses are then challenged with finding employees. Job centers can help address this need, matching employment opportunities with returning workers.

- Participants think this approach is an example of looking at survivors as a recovery resource.
- Putting local people back to work has an added benefit of avoiding “fly by night” contractors and limiting the expansion of the population base (that needs services and support) resulting from out of town contractors and their families moving into the area seeking work.
- They also note that having productive work improves mental health, improves community, provides market base for buying goods and services and provides human dignity.

AM Group 6

- Participants say a successful recovery includes:
 - Everyone is back at home and back at work.
 - Job security is restored to pre-disaster levels.
 - City infrastructure is back in place and functioning.
 - Having achieved a certain level of resiliency.
 - Participants noted the H1N1 example asking: *Can operations be sustained if 40 percent of employees out?*
 - Using warehouse operations as another example participants asked the question another way: *If the warehouse is wiped out, can the business still support its clients?*

Recovery is achieved when continuity of operations is secure.

AM Group 4

- Participants say successful disaster recovery:
 - Include:
 - Mitigation “first” and mitigation techniques must include those that address all hazards.
 - A rapid response thereby ensuring recovery begins as soon as possible and the duration of recovery periods are shortened.
 - Case management services.
 - Reduce disaster impacts because successful recoveries include pre-disaster planning that identifies vulnerabilities and potential risk and develops a mitigation plan.
 - Result in:
 - The restoration of utilities, food and other supply chains and the availability of potable water.
 - A return to the pre-disaster state.
 - Participants questioned whether a return to pre-disaster levels is sufficient, asking: *What if pre-disaster state is “bad?” Shouldn’t we want an improvement over the pre-disaster state whether it was “bad” or not? Don’t we want more resiliencies as a result of recovery?*



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- Participants want to see a structured process for recovery, addressing the following questions:
 - *How many people will be involved? For example:*
 - *At the Emergency Operations Center (EOC) there will be 200 people.*
 - *We will open X number of shelters.*
 - *We need X supplies in the following X quantities.*
 - *Who does what? In the short-term? In the long-term?*

They note that absent a structured approach:

- A chaotic response is likely.
- A plan is needed.
- Identification of needed resources is difficult.
- Participants say that long-term recovery needs even more structure and guidance to be successful. Logistical support is needed. Long-term needs need to be identified in addition to immediate needs.
 - For example, participants note that everyone knows where to go for food, water, etc.
 - But don't always know where to go for gas, electrical and help in putting lives back together.
- Participants also note that a different response for recovery is likely needed for different disasters. Each disaster is unique; each recovery will be unique.
- They identify the need for more communications support to ensure recovery success.
- Pre-planning is critical because it ensures a forward perspective and addresses the fundamentals of community recovery:
 - *Where are we going?*
 - *How do we to get there?*
 - *What will be rebuilt?*
 - *How will we rebuild?*
 - *What were pre-disaster conditions? Do we want to return to pre-disaster conditions? Or achieve more?*
- Participants think it is important that recovery *require* one (1) plan with established timeframes and identified milestones. Planning needs to include solutions to restore:
 - Permanent housing and structures.
 - Sewer, power and other basic services.
 - Set goals for damage repair: *What will be resolved in year 1? Year 2? Year 5 and beyond to achieve community "normalcy" and/or better?*
- When considering recovery phases, this group identified four (4):
 - Pre-planning phase (pre-disasters).
 - Planning should be based on magnitude of expected disaster.
 - Timeframes need to be identified so progress can be measured.
 - Long-term recovery requires more planning than short-term initiatives.
 - Multiple priorities are likely to be identified and priorities will be different for different disasters and different communities experiencing the same disaster.
 - Emergency response and management (3 days).



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- Sustained emergency response phase (X weeks depending upon size and scope of the disaster).
- Restoration phase (X months perhaps extending into "forever" and again dependent upon size and scope of the disaster).

PHASES

PRE-PLANNING	EMERGENCY RESPONSE	SUSTAINED EMERGENCY RESPONSE PHASE	RESTORATION
(Pre-disaster)	(3 Days)	(X Weeks)	(X Months and Beyond)

- Participants say that communities are likely to have varying degrees of success with recovery but minimal success is defined as:
 - Infrastructure base is again in place and functioning.
 - The community is secure (perhaps with the help of local law enforcement and/or the national guard or other military personnel — depending upon size and scope of the disaster and its impacts).
 - Participants of this group identified the following milestones:
 - Residents back.
 - Permanent housing is in place.
 - Loss of life has been mitigated.
 - Communications systems are functioning and recovery leadership has robust two- (2-) way communications channels in place that solicit community input and distribute important recovery information.
 - Recovery planning is ongoing.
 - Participants also discussed the need for "ramping up" early warning systems so that evacuations are seamless and the need for mandating evacuations to protect the lives of rescue and response workers. They relate to recovery by noting that the fewer deaths, the less time spent on rescue, the sooner the response and recovery phases can begin.
 - Evacuation plans should be simple and easily understood.
 - Participants expressed a different way of looking at recover phases and timelines:
 - Disaster assistance housing Phase: 18 months.
 - Transition from temporary to more permanent housing: X months.
- They want to see a faster determination of loss of life and note that recovery begins at the event. Some echoed earlier themes by expressing that disaster recovery begins pre-disaster.

VISIONING EXERCISE

Participants were asked to complete the following sentences:

- *A successful disaster recovery process is. . .*
- *A successful disaster recovery process results in. . .*

Completed statements are available at www.DisasterRecoveryWorkingGroup.gov.

Comments made during the exercise include:

- This group feels success requires:
 - A simple and single plan: All plans need to be integrated into one plan.



- Operational structure needs to be simple.
 - Communications plan needs to be simple.
- Using NIMS.
- A response plan that seamlessly integrates into a long-term recovery plan.
- “Things” (rescue, response and recovery) happening simultaneously. They point to housing as an example: To restore permanent housing, workers are need for repairs and reconstruction, rebuilding sewage systems and restoring water systems. Workers need housing and in place infrastructure to work.
- Participants note that in disasters and recovery, choices have to be made: Community members need to decide whether to stay or not and this group notes this decision is not limited to deciding whether to evacuate or not, but whether to stick it out through community recovery.
 - Information is needed so people know what to expect and what services and support will be available.
- Community involvement in planning and exercising is important to successful recoveries. In fact, participants said that “heavy” public input is needed; engagement needs to be community-wide and from the “ground up.” Participants note the “push/pull” concept.
 - Participants note that pre-planning results in fewer people needing help.
- Participants also feel recoveries need to have a mitigation focus and consideration need to be given to “where to successfully rebuild.”
 - Participants also say success may be a decision not to rebuild.
- Participants suggested tracking the number of people returned to permanent housing as one appropriate metric for recovery success.
- They also note that recoveries have to be coordinated with insurance companies. Payouts are necessary for recovery to progress.
- Participants say that recovery is a process and the process should result in:
 - Resilient communities.
 - Community restoration.
 - Strategies for the community to move forward.
 - Permanent housing, employment returned to pre-disaster or better levels, the re-opening of schools and all those things that make a community viable: Jobs are back; businesses are back, robust housing solutions are in place and the economy and infrastructure are up and running.
- They also note that successful recoveries:
 - Learn from past disasters.
 - Benefit from a unified command.
 - Rely on human resources.
 - Ensure success is in both economically challenged as well as affluent communities.
- Communities “owning” and “accepting their recoveries, not waiting on someone else to bring the community back is a hallmark participant’s note of successful recoveries.
 - They feel there must be personal responsibility for one’s own safety and future and citizens should take responsibility for their own recovery plans.

Scribe Notes PM Group 3 (Tables 5- 6)

- Ability to get supplies in and out of an area is critical to preventing loss of life.
 - For example: distribution and transportation very important.
 - Airports operational, trucking lanes functional.



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- Success can be defined as overcoming critical hurdles.
 - Opening up roadways and runways.
 - Identify critical infrastructure that needs to be restored and prioritize efforts accordingly (i.e., water, electricity, fuel).
 - Fuel critically important.
- Accountability for residents.
 - Identify where they are and who is affected before we consider long-term recovery efforts.
- Success can be defined as “a return to normalcy” or “back to normal life:” or “back to normal state of business.”
 - For example: residents have cable television, air conditioning again.
- Apply lessons from previous disasters.
 - Incorporate mitigation into the recovery process.
- Psychological aspects are important for recovery.
- Maintain/continue identity of town.
- Communication/tracking of people is critical.
 - Particularly important to identify avenues to maintain communication with relocated residents.
- Success can be defined as the ability to maintain continuity of government and operations.
- Success can be defined as resuming business as quickly as possible with minimal loss of life and business.



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Q2. (Original Q2) Are there clear phases in the disaster recovery process that are useful milestones?

PM Group 3 (Tables 5-6)

- Getting electrical grid up.
- Short-term vs. long-term infrastructure.
- End of event is a phase/identification of damage.
- When resources arrive.
- Recovery can last for months/years; better than they used to be.
- Debris removal, clean-up phase.
- Critical infrastructure, renewal.
- Places for people to live.
 - Short-term vs. long-term housing.
- Communication of information to the community.
- Need a workforce and housing to recover.
- Recover schools, hospitals and medical care: needs to occur simultaneously.

AM Group 7

- Understand the impacts first then can plan recovery.
 - Other phases: identify resources (local, State, nonprofit).
- Stabilization of human population.
- Supplying temporary housing is a phase.
- Return key infrastructure, economic, stores, basic human needs, schools.
- Waterways are navigable, transportation critically important for a state to be open
 - Highways, FedEx.
- Assessing environmental impacts (i.e., chemical releases) of disaster.
- Establish/re-establish communications; i.e., cell phone towers, landlines.
- Deployment of support workers for the long-term and having them safety trained.

AM Group 1

- A useful milestone would be when everyone is out of temporary shelters and has adequate long-term housing.
- Large companies return to community is a useful milestone.
- A milestone would be when the community sustains itself without government or non-governmental assistance.
- The return of essential services can be a useful early milestone.
 - Hospitals, utilities, etc.
- An action plan and associated phases and milestones should relate to the size and scope of a specific disaster.
 - Phases and milestones depend on who is affected. Physical inventories are. Necessary.
- Hard to separate response and recovery in timeline (these phases overlap).
 - For example: the community may need to start thinking about a vision for recovery when response may not be complete.
- An initial phase involves stabilization of the disaster.



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



- Earthquake, Hazardous Materials (HAZMAT) release, etc.
- The return of tourism can be considered a milestone.
- The prioritization of which areas to rebuild is an initial milestone.
- The drafting of a Final Recovery Plan could be considered a milestone.
- When thinking about recovery milestones, it is important to prioritize tourism vs. community rehabilitation.
- Opening vs. closing of Disaster Recovery Centers and District Field Offices could signify the beginning and end of a phase.
- A milestone for the recovery process could be when news coverage slows down.

PM Group 1 (Tables 1- 2)

- The departure of the media could be considered the beginning of the recovery process.
 - In other words, if disaster response is far enough along that there is no longer a significant story for the media, then this milestone could be considered the beginning of the recovery process.
- Phases and milestones need to be disaster-specific.
- Fluid phases are important because depends on capacity, so don't delineate strict timelines.
 - Allow for some flexibility and overlap in phases.
- Phase 1 should be measured quantitatively.
 - Number of percent of infrastructure, roads and houses rebuilt/repaired/ functioning.
- Phase 2 should be measured qualitatively.
 - How do individuals feel? Has morale improved?
- Phase 3 should examine the community as a whole.
 - Planning is important to this phase. How can we make our community better now that basic needs have been met?
 - Has livability improved?
 - Look to broaden services and capacity.
 - This phase is ongoing.
- End of recovery process.
 - Establishment of new initiatives and/or community growth could signify the end of the recovery process.
 - I.e., new businesses come into the community.
 - Compare recovery efforts to new initiatives.
 - For example, if a community is seeing more new initiatives (unrelated to recovery) relative to recovery efforts, perhaps the community has completed the recovery process.
- Recovery may involve picking up the pieces while event still occurring.

PM Group 2 (Tables 3- 4)

- Recovery starts at Day 1 (concurrent with the response phase), but extends into the long-term.
- In order to identify phases and milestones, it is important to identify: players, leadership, needs and overall timeframe.



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- Technical Assistance (TA) from independent, unbiased perspective is important in the initial phases.
 - TA entity should have the following characteristics.
 - Local/regional knowledge/capability.
 - Understand facilitation, funding.
 - Involved in previous recovery efforts.
- Initial Phases could be defined as:
 - Ensure infrastructure is functional.
 - Assess structures.
 - Allow public back in.
- Recovery process should be regularly assessed; ongoing process.
- Establish a framework that can be used to track phases and milestones.
- Phase/milestone: Identify the types of housing that needs to be rebuilt.
 - Ensure long-term needs identified.
 - Consider economic development, infrastructure when identifying housing needs.
- Phase/milestone related to the private sector:
 - Businesses functioning normally.
- Phase/milestone: functioning business and physical infrastructure.
 - Initial phase should be reestablishment of critical infrastructure.
 - For example: schools, hospitals.
- Phase/milestone: Residents in permanent housing.
 - This requires two (2) distinct sub-phases:
 - Master plan temporary housing locations.
 - Master plan long-term housing (and master plan the community, in general).

AM Group 6

- Participants note that recovery, in part, is a result of pre-planning and they feel the pre-planning stage is very important to achieving success.
- They note the importance of establishing and maintaining a timeline for recovery so that specific milestones and benchmarks are identified.
 - Participants also note the importance of identifying recovery priorities and the importance of recovery stakeholders at every level understanding what those priorities are. Priorities will fall into phases.
- Using the business sector as an example, participants discussed pre-disaster planning. Business pre-disaster recovery planning needs to include:
 - Identifying job slots likely available after a disaster:
 - For example: 400 out of 1,000 might be identified as critical to business and community continuity. So those slots must be filled as soon as possible post-disaster. However, the remaining 600 may be important but not critical to continuity of operations. In those cases, business leadership might say to its employees: Stay home. Rest. Take care of your family. Take care of your personal recovery needs. Return to work at X (time and date).
 - Participant's note that employees who are not working (those in the 600 identified as non critical positions) still need to be paid.
 - Other example participants discussed included determining the number of returning jobs, the number of returning jobs filled by returning citizens and



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the number of jobs that are post-disaster open slots to be filled. Calculations will look something like this:

- There are X jobs in the community prior to the disaster.
- The pre-disaster employment rate was X.
- X percent of jobs are back by DATE.
- X percent of returning citizens are filling those jobs.
- X slots remaining g to be filled and are now employment opportunities for returning citizens.

Participants note both examples are measurable and ways to also track recovery progress.

- Participants note that phases will be different for:
 - Community-wide recovery.
 - Individual business recovery.
 - Individual personal recoveries.
- Metrics need to be developed to measure recovery. Participants note that for metrics to be meaningful, recovery leadership must first identify who will define what a successful recovery is in the context of each individual disaster. They also note that recovery success may be defined differently at different levels of authority and the importance of “getting everyone on the same page.”
- Participants say that metrics need to be transparent but ask: *Benchmark against what? Other States?* They note:
 - Standards might vary from local to local.
 - Recovery progress should include benchmarks against pre-disaster levels of. . . (employment rates, housing occupancy rates, permitting activity, etc.)

AM Group 5

- Participants identify short- and long-term phases in recovery but not that they overlap. There is no hard line between the each; one participant called the division “fuzzy.” More specifically participants say:
 - Short-term response includes finding people; accountability for those injured, displaced or dead; initial assessments of property damage and debris removal.
 - Long-term recovery involves reconstructing the community.
- Participants note the interdependencies between rescue, response, and short- and long-term recovery. For example, efforts for transporting evacuees out of communities need to also consider transportation needs of bringing evacuees home.
- Lifecycle of a disaster were discussed. Participants identified an emotional continuum:

PRE-DISASTER	EVENT-SPECIFIC	RECOVERY
<ul style="list-style-type: none"> • Includes spiritual preparation. 	<ul style="list-style-type: none"> • Characterized by: <ul style="list-style-type: none"> – Trauma. – Feeling of relief to be alive. – Also defined as the “honeymoon” period. 	<ul style="list-style-type: none"> • Sometimes characterized by depression as “reality” sets in and people realize how long it will take to return to “some sort of normal” life.



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- Participants say that “real resilience” is built during the Event-Specific portion of the continuum.
- Participants also note that Phase 1 of recovery is focused on brick and mortar and infrastructure issues. One participant called it getting the community “physically back in shape.”

VISIONING EXERCISE

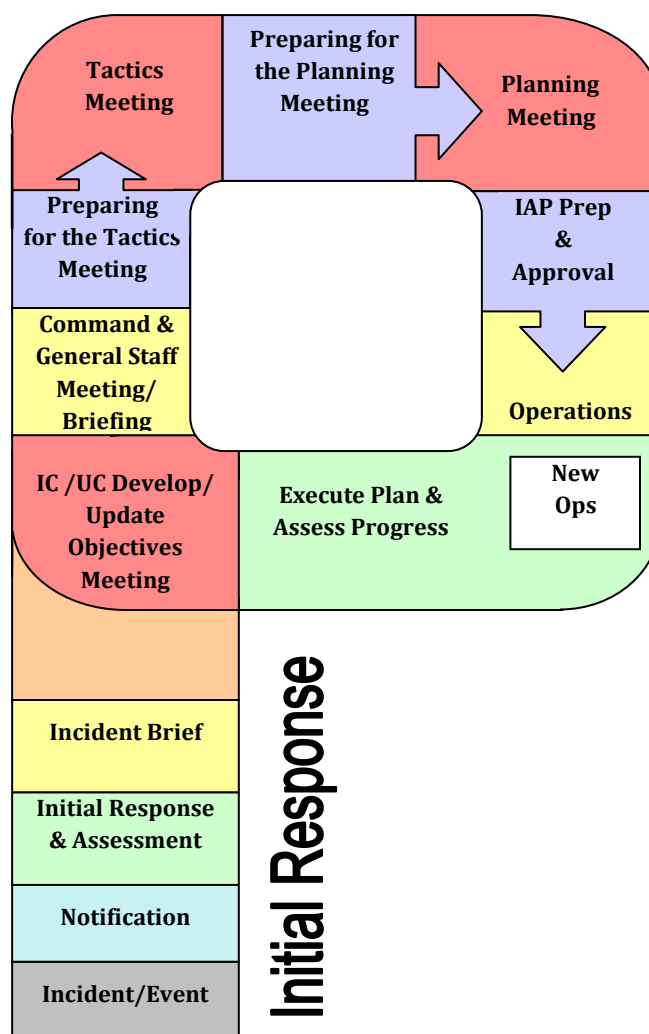
Participants were asked to complete the following sentences:

- *A successful disaster recovery process is. . .*
- *A successful disaster recovery process results in. . .*

Completed statements are available at www.DisasterRecoveryWorkingGroup.gov.

Participant comments include:

- Participants think recovery authorities (recovery leadership and statutory authorities) and policy statements need to recognize improving the community as a result of recovery rebuilding and redevelopment efforts is a desired outcome. They want to see post-disaster conditions exceed pre-disaster.
- Flexible to build a society rather than rebuilding a building was an important theme for some participants. They feel that recovery focus should go beyond brick and mortar.
- They also note recovery efforts need to focus on rebuilding to a new set of circumstances — that the community has new needs; there are new ways of doing things, new outcomes desired and opportunities for using new technologies in recovery rebuilding.
- Participants note that successful recovery:
 - Is not going to meet all expectations.
 - Should follow a recovery plan.
 - Is an ongoing event, requiring frequent feedback (and course corrections).
 - Should follow the “Planning P.”
 - Considers physical, social and emotional needs of the populace.
 - Occurs when government is reestablished.
 - Is a process to meet basic physical needs.
 - Allows active participation in long-term recovery planning and





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implementation.

- Participants say that successful recovery results in:
 - Efforts that meet public expectations.
 - Restoration of basic services.
 - A return to “normalcy” or better in quickest time possible.
 - Restoration of a revitalized community and individual quality of life as soon as possible.
 - Smooth and orderly collaboration at all levels of authorities and involvement.
 - Measureable so that progress toward “normalcy” or a “new normal” is visible.
 - Resources and infrastructure back in place:
 - Hospitals and healthcare have moved from the response phase to the recovery phase.
 - One participant noted that there are likely “bed deficits” pre-disaster that are exacerbated post-disaster.
- Participants again noted the interdependencies between response and recovery.
- Participants also said that “common sense” must be used if recoveries are going to be successful. Rules and regulations, eligibility requirements and processes need to be flexible to allow “common decision” decisions in the field.
 - Apply best models need to be applied for recovery work.
 - One participant said, “We know what is good for us.”
- One participant noted that other geographic locations should be considered for file and operational “back-ups,” selecting compatible cities and areas. For example, it is suggested that files from one city could be backed-up in another city to ensure their availability post-disaster.
- Buy-in to the recovery process is essential for recovery success and participants think that buy-in has to come from the “ground up” and not the “top down.”

Scribe Notes PM Group 3 (Tables 5- 6)

- Phase/milestone: electrical grid is functioning again.
- Phases should be thought of in terms of short-term vs. long-term needs.
- Potential delineation of phases could be:
 - End of event.
 - Identification of extent of damage.
 - Beginning of recovery.
 - Other resources arrive.
- Recovery is a long process; it can last for months/years.
- Possible delineation of phases:
 - Debris removal, clean-up phase.
 - Critical infrastructure, renewal.
 - Provision of adequate housing.
 - Differentiate between short-term and long-term housing when identifying needs and approach to recovery.
- It is very important to clearly and regularly communicate the recovery process and associated phases to the public to avoid negative perceptions by the public.
- Residents need to return and have access to adequate housing for the community to recover.



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- For example: If the local economy is to recover, employees need somewhere to live.
- Recover schools, hospitals and medical care: needs to occur simultaneously.



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Q3. (Original Q3) What features of Federal disaster recovery assistance are most important to you?

PM Group 3 (Tables 5-6)

- Appropriate housing for people with disabilities.
- Execution of assistance.
- Funds.
- Ongoing tracking.
- Technical assistance needs to start from day one, including community leadership, government, Federal, State, local: good coordination.
 - No biased personnel.
- Having a plan on local and Federal levels.
- Safety and security during the disaster.
- Heavy equipment.

AM Group 7

- Maximum flexibility given to the States.
- Availability and allocation of resources: monetary and personnel.
- Refocus on what individual assistance really is.
- Government must understand the culture and local conditions of the recovery area; look at from community's perspective.
- More assistance to small, private business: backbone of community.
- Quality of resources important: people need to know what they are doing; pre-planning important (quality and knowledge of personnel and training).
- Need a model resource allocation that prioritizes: make the allocation fit the community.

AM Group 1

- Assistance related to people's health and welfare is important.
 - Controlling and treating disease and illness.
 - Medical care.
 - Specific needs depend on disaster.
- Cost sharing is very important
- Department of Transportation (DOT) ensuring mobility for people.
- Speed of assistance is critical.
- Would like to see red tape minimized; assistance expedited.
 - Simplify forms and paperwork.
 - Expedite approval process.
- We need a method to monitor fraud in the spending of Federal funding.
- Separate processes for Federal assistance need to be further refined for government and individuals.
 - Financial reimbursement to government and people is very important and needs to be timely.
- Clearly define roles in the process to make better use of Federal assistance.
 - Federal, State, local.
 - Transitions between these entities need to be smooth and clearly defined.



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- Federal assistance staff needs to be appropriate and relevant and knowledgeable.
 - In other words, make sure Federal staff that interacts with the public knows what they are talking about and can provide clear and appropriate direction; otherwise mistrust by the public is created.
- Decision-making authority and staff members need to be identified.
 - Local decision/authority is important even though aid/funding coming from Federal government.

PM Group (Tables 1- 2)

- Congressional funding for individuals is important.
 - Particularly important for uninsured/underinsured.
- Safety and security (National Guard) is important.
 - The perception of safety and stability should not be underestimated.
- The features of Federal assistance that are most important will be disaster-dependent to some extent.
 - Security needs are important and there have been some unmet security needs following recent disasters.
- Federal assistance is limited for “Non-declared disasters”:
 - Individual Assistance (IA) is not available for “non-declared disasters.”
 - Non-governmental organizations and Voluntary Organizations Active in Disaster (VOADs) fill in the gaps for “non-declared disasters.”
 - Pre-planning is particularly important for “non-declared disasters” because limited assistance is available in these situations.
 - All stakeholders need to be involved in these planning efforts: private sector, community, State, Federal, and Non-Governmental Organizations.
- Federal assistance is helpful in mobilizing support; particularly with respect to safety and security.
- Federal assistance is important for ensuring that critical infrastructure is functioning.
- Federal assistance for Small Business Association (SBA) loans is important to promote the return of businesses.
- Federal assistance is important for economic development.
 - But what is the best way to approach economic development during recovery?
- Federal assistance to support small and large businesses is important.
- Financial assistance for nonprofit/private staging of supplies and distribution of aid is helpful.
 - Consider extending the timeline under which this assistance is available.
- Identify one place where the public can go for accurate and complete information.
- Federal assistance is useful for providing information to the public.
 - This information needs to be accessible to uniformed individuals (not only for professionals working in recovery).

PM Group 2 (Tables 3- 4)

- Timely funding disbursements/insurance payouts are important.
- Federal Command and control and leadership is important.



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- Federal assistance to help repair transportation infrastructure (airports, roads, etc.) is critical.
 - Repair of transportation infrastructure helps private sector assist in recovery effort and opens up jobs.
- Communications/emergency broadcast is an important component of Federal assistance.
- Assistance from all entities is important.
 - Federal only covers 50 percent of assistance; all other resources important (private, nongovernmental organizations, faith-based).
- It is important that Federal staff treat local people with respect.
- It is important to identify skill sets of Federal disaster assistance entities and match skill sets with roles in assistance.

AM Group 5

- *This group did not have time to respond to this question.*

AM Group 6

- *This group did not have time to respond to this question.*

Scribe Notes PM Group 3 (Tables 5-6)

- Appropriate housing for people with disabilities.
 - For example: Temporary housing provided after Hurricane Katrina was not compliant with the Americans with Disabilities Act.
- Execution of assistance is important.
 - For example: Ensure that ice gets distributed and doesn't end up melting in trucks because of obstacles to distribution.
- Funding is very important.
- Ongoing tracking of progress and efforts is very important.
- Long-term assistance from the Federal government is critical.
- Technical assistance needs to start from day 1 and include all stakeholders (such as, community leadership, government, Federal, State, local).
- Coordination between Federal, State and local entities is important.
- There is a need for independent, non-biased leadership (not from government or private sector).
- Preparation and planning by Federal and local levels is critical.
 - Need for better coordination here.
- Safety and security efforts during the disaster are helpful.
- The provision of heavy equipment by the Federal government is helpful.



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Q4. (Original Q4) How would you measure progress and what specific metrics should be considered for a successful disaster recovery?

PM Group 3 (Tables 5-6)

- Analyze census pre- and post-disaster and certain landmarks.
- Number of dwellings destroyed, number rebuilt.
- Number of businesses destroyed.
- Amount of tax revenue pre/post disaster.
- Number of people being fed and housed by public assistance.
- Number of people getting medical care.
- Measuring pre-disaster economics to post-disaster economics.
- Number of days until critical infrastructure is restored.
- Later metrics would be number of end-users with whatever services might be applied to government and industry.

AM Group 1

- Progress/Metric: Are all community residents accounted for?
 - Do we know where they are?
 - Do we know what they need?
 - A Needs Assessment is an important tool to support this effort.
- Progress/Metric: Schools reopened, day care, hospitals, essential services restored.
- Progress/Metric: Emergency measures no longer necessary (i.e., boil water, curfew).
- Progress/Metric: Transition of security back to local government.
- Progress/Metric: Return of small businesses.
 - Need to use other measures of economic recovery as well.
- Prioritize recovery of small businesses over large businesses because small businesses are more vulnerable to closure following a disaster
 - For example, if a small business is out for weeks, it may not survive. Whereas a large business has other resources to pull from in time of closure.
 - Small businesses should be prioritized because they provide jobs and services for locals.
 - Large businesses are not as dependent on local community.
- Retail prices are often elevated following a disaster (often referred to as “price gouging”) due to reduced supply of goods. When supply improves, prices come down.
 - Progress/Metric: Price gouging drops off.
 - Price gouging should be minimized/controlled.
 - Lack of price gouging implies there is no longer a scarcity of goods. (One can infer that the community has adequate access to goods.)
- Progress/Metric: Transportation and communications systems functioning.
 - Examples: roads, fuel, airport.
 - Examples: telephones, television, radio.
- Clearly define scope and impact of disaster in order to develop appropriate metrics.
 - It is very important to track progress against these metrics and to keep the public informed of progress.



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PM Group 1 (Tables 1-2)

- Successful disaster recovery should be measured by the same measures as those used to measure non-impacted communities.
 - Example: Community vibrancy.
- Average citizen perceives that the community has recovered.
 - Example: An individual has a job.
 - Example: People are participating in community events again.
 - Some measures must be qualitative and should measure morale.
- Measurement of success is critical, but it doesn't take place enough.
 - Measurement of success must be systematic.
- The community must define success, it should not be based on media measures of success.

PM Group 2 (Tables 3-4)

- Possible metric: Percent of infrastructure functioning within 3 days and then within 1 month.
- Possible metric: Percent of funds executed in Federal programs.
 - For example: Public Assistance, U.S. Army Corps of Engineers, Community Development Block Grants, and highway funds.
- A possible metric could involve measuring the satisfaction of residents with the recovery process.
 - Possible outcome measures include: surveys, tracking residents and following-up with them.
- Possible metric: crime rate reduction.
 - This metric assumes that crime rates would decrease as the recovery process moves forward.
- Possible metric: outside assistance leaves/no longer needed.
 - This metric would imply that the community is moving toward self-sufficiency in its recovery process.
- Possible metric: number of families moved out of temporary housing into permanent housing.
- Possible metric: restoration of tax base (property, sales).

AM Group 6

Participants feel success is measured by:

- Comparing pre- and post-disaster:
 - Employment rates.
 - Available housing stock and housing occupancy rates.
 - Crime levels.
- Tracking the number of people returning or who stayed. Participants want to see demographics and racial mix included when tracking populations.
- The return of farming and livestock operations to support the food and supply chain.
- The number of returning businesses.



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VISIONING EXERCISE

Participants were asked to complete the following sentences:

- *A successful disaster recovery process is. . .*
- *A successful disaster recovery process results in. . .*

Completed statements are available at www.DisasterRecoveryWorkingGroup.gov.

Participants said a successful recovery:

- Sets benchmarks to determine when recovery is achieved.
- Provides resources to stabilize the community.
- Identifies specific and achievable milestones. For example:
 - The community is once again effective.
 - The environment is restored.
 - The community has returned to “normalcy.”
- To achieve successful recoveries participants say:
 - Pre-planned strong local coordination with external support as needed.
 - Robust communications that includes strong public input into recovery planning, the identification of priorities and recovery decision-making is critical to success.
 - Leadership needs to talk to people and there needs to be direct contact.
 - Recovery has to be inclusive: Assessments need to include the identification of needs and resources to meet needs for all part of the community.
- There should be qualitative and well as quantitative measures to determine success.

A successful disaster recovery process results in:

- A return to pre-disaster conditions.
- Jobs, housing and medical resources are working successfully and long-term recovery efforts are progressing.
- A better functioning community. The community is improved.
- Effective planning, communications and exercising for preparedness for future events.
- Achieving metrics of community well-being and that post-disaster metrics match or exceed pre-disaster metrics.
- A recognition by recovery leadership and stakeholders that disasters are opportunities to rebuild better and that opportunities are sought out and realized.
- Buy-in and ownership at every level of authority and across all stakeholders groups; consensus (but not necessarily agreement) in desired recovery outcomes is achieved.
- Specific needs of all populations identified are included in recovery planning and priority setting.
- Appropriate funding is available.

Participants further say:

- Recovery efforts and ideas need to be thought through at macro level:
 - For example, when considering communications needs: *How will they connect individuals, businesses; State, local, Tribal and Federal partners; all stakeholder groups.*



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



- There needs to be a broader definition of needs to include special needs of special populations that might not have needed help before the disaster but need help now as a result of the disaster.
 - Pre-planning is needed to:
 - Anticipate who these populations might be as a result of a disaster.
 - Develop contact information pre-disaster and post-disaster contact strategies. Participants suggest the use of fingerprints other identification methods.
 - Personal disaster planning.

AM Group 5

- *This group did not have time to respond to this question.*

Scribe Notes for PM Group 3 (Tables 5-6)

- Use U.S. Census numbers to develop metrics.
 - For example, analyze census pre- and post-disaster and certain landmarks.
- Possible metric: Number of dwellings destroyed, number rebuilt.
- Possible metric: Number of businesses destroyed, number reestablished.
- Possible metric: Amount of tax revenue pre/post disaster.
- Possible metric: Number of people being fed, housed and provided with Medical Care by Public Assistance.
 - This effort should be coordinated with faith-based organizations that provide these services.
- Possible metric: Examine pre- and post-disaster economic indicators.
 - Recognize that residents need to return in order to support the local economy, so take this into consideration when crafting metrics.
- Possible metric for initial phase: Number of days until critical infrastructure is restored.
- Possible metric for later phases of recovery: Number of end users of services (could apply this metric to government and/or private industry).
- Post-disaster conditions in some communities may impede rebuilding back to the pre-disaster state.
 - Rebuilding may take longer if moving toward a new state, rather than pre-disaster state.
- It is important to recognize this when establishing timelines.



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Q5. (Original Q16) What else would you like us to know?

- Answers to this question informed comments made to other questions and were not specifically addressed here.



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BEST PRACTICES



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Best Practices

Participant Responses

[NOTE: Comments are recorded by question by group so it is clear which groups responded to which questions.]

Q1. (Original Q5) What are best practices in managing recovery from disasters?

AM Groups 1

- Need to identify recovery status and to prioritize and communicate recovery progress to the public at large.
- Take care of first responders first.
- Preplan so recovery agents can execute recovery without relying on communication systems over the first 72 hours.
- Think about long-term recovery versus short-term response.
- Find lessons learned.
- Cost effectiveness of rebuilding for the long-term needs to be part of preplanning considerations.
- Inform the public of the potential for large disasters and ensure the message is regular and consistent to avoid confusion.
- Movie previews (similar to the news reels during WWII) and other media can be used to communicate disaster recovery messages.
- Prioritize disaster warnings.

AM Groups 7, 8, 9

- Prepare a long-term recovery plan and follow it. Be clear in identifying which entities have which roles in recovery.
- A primary coordinator should be identified for all levels of government.
- Provide integrated coordination; establish a recovery office.
- Plan for first, second, third, etc., levels of civilian and workforce re-entry after a disaster.
- Neighborhood watch captains should be identified as one of the first levels of re-entry to help reassure businesses and homeowners of safe and secure neighborhoods.
- Coordinate the safe re-entry of returning citizens as local businesses in tandem.
- The approach to updating building codes after Hurricane Katrina should be looked upon as a best practice. The State ensured the locals uniformly adopted the latest Uniform Building Code (UBC) to ensure safe construction and development practices in the future.
- Fund local building departments to enforce the UBC after disaster events to encourage long-term recovery.
- Disaster preparedness and businesses continuity planning should be employed for long-term recovery.



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- Understand your local resources and staffing capacity when developing a long-term recovery plan. Identify early what staff resources you may need once disaster strikes.
- Hire a permanent local recovery manager to ensure implementation of projects (e.g. ESF #14 plans).

PM Groups 1 (Tables 1-2)

- Recovery planning should help provide information to public and establish a transparent process.
- Establish healthy relationships between government agencies and locals through pre-planning process.
- The manner in which VOAD organizes is an example of a best practice in recovery planning.
- Establish alliances between government agencies, local community members, the private sector and nonprofit support systems through a pre-planning process.
- Create a formal role for the private sector in the recovery process.
- Recovery starts when construction begins and the government has control of the disaster event.
- Locals should set the pace of recovery.
- Recovery starts when the media is gone.
- Recovery starts with response – it happens immediately.
- Need recovery processes for rural and urban areas, recognizing they are different in nature and need.
- Establish pre-existing agreements for services/utilities. For example, “a particular city “First has space in a particular state EOC.
- Utilize private sector organizations in the recovery process. The CART project, which identifies 15 resiliency projects, is an example of a best practice.

AM Group 4

- Having an established communication protocol; i.e., framework.
 - Uses a “push + pull of information” between locals/businesses and the recovery leaders.
- Face-to-face town hall meetings can be effective if done correctly.
- Increase public information availability and access.
 - Make the flow of information (i.e. local government to State to fed and vice versa) a requirement.
- Use school/educational resources. These are community resources that can aid in gathering people and dispersing information.
- Funding needs to come back to local community → earmarked for education.
- Leverage media resources.
 - Joint information centers.
 - Have a central source for getting information to media for disseminating.

AM Group 5

- Be organized early; will require proactive planning before even occurs.
- Define goals clearly. This may include a rebalancing of community resources and values and may not be an exact duplication of what was there before.
- Recovery is not just rebuilding buildings, but society.



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



- Recovering society as a whole. Long-term plans need to be prepared “for the many, not for the few.”
- Looking at who leads:
 - Identify which agency is leading efforts, as well as the partner agencies and their roles
 - This should be defined in the laws/regulations.
- Shared stakeholders. Community organizations, residents, leaders need to step up to the plate and take ownership of their recovery.
- Initiative from local side in coordination with Federal.
- Place responsibility in hands of local population.
- Lessons learned: Incorporate successful techniques (e.g. successful stories of recovery)
 - Do not reinvent the wheel.
- Have agreements in place and be working with volunteer organizations before disaster to strategize.
 - This should focus on maximizing effectiveness and efficiency of aid, to avoid having a surplus of aid during response followed by a shortcoming of aid throughout recovery.
 - Depend on outside resources such as volunteers. We need pre event agreements on where we need them, where they will stay and what they would be expected to do.
- Transition of responsibility to locals needs to be responsible. Leading agencies cannot delegate leadership until recipients are ready and able to take on the task.
- Incorporate grassroots involvement.
 - Will help get faith-based and other community leadership more involved.
 - Will promote a recovery that is sensitive to different cultures.
- Remaining infrastructure determines how fast can recover; expectations of both community and recovery leaders need to be scaled accordingly.
- Let State agency ask for help/resources rather than the Federal government imposing programs when locals can take care of themselves.
- Day care is one of the things that are most needed after a disaster. In order to recover people need to get back to work.
- Managing expectations:
 - Media, responsible reporting creates an accurate picture of what is actually happening.
 - When community is already trained and prepared, the recovery can be more proactive and responsive.
- We need an equivalent of mutual aid for nonprofits.
- We need a State taskforce for organization of local/State/Federal resources.
 - Need at least three (3) taskforces for west/middle/east state.
- Form an outreach program for businesses, faith based communities and major corporations.
- The “combined Federal campaign” is a good example.

AM Group 6

- Sharing, dependence on outside resources.
- Create plan before event.
 - Put mutual aid agreements in place.
 - Include private and nonprofit organizations.



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



- Create a chart of State/local/Federal resources.
- Equitable consideration of all voices should be a component of the planning program.
 - Conduct outreach activities.
 - Facilitate dialogue, e.g. combined Federal campaign.
 - Support response staff and their families, as well as recovery staff/family.

Scribe Notes for AM Groups 7, 8, 9

- The group felt that having resources distributed around in strategic locations and not all in one place would be most beneficial whether it be equipment, personnel, food, water, first-aid, etc.
- The group as a whole felt that having more employees trained in the CERT program to help during a disaster in basic first-aid would also be a great help in the recovery process.
- Pre-approval of outside vendors that are not locally owned small business owners that will not be overloaded themselves due to the disaster or even involved due to the disaster will also be of great help in the recovery process.
- Private sectors plan for disaster recoveries by simulating drills, exercises using tabletop exercises. A recovery exercise needs to be exercised prior to a disaster as well.
- Accountability exercises deal with the lack of communications, it sounds good on paper, but with very large buildings these things need to be exercised and practiced to see if they will work during the real thing.
- Pre-plan the means of communication for the type of disaster whether you may only have the capability to text on cell phones, or the use of satellite radios, or satellite phones, or even just the use of the select few payphones that are still left. Listen to the radio using batteries if the power is out.

Scribe Notes for AM Group 5

- Get organized early.
- Have clearly defined goals.
- Rebalance instead of duplicate.
- Too many people are still living in temporary conditions.
- Recovery is not for the few but the many (rich and poor).
- Define who or which agency should lead recovery pre-event.
- Should be defined by laws and regulations.
- Recovery will cut across a broad spectrum.
- Emergency Management will orchestrate,
- Other organizations need to step up to the plate and take ownership.
- There should be lots of local coordination with the Federal government.
- Place responsibility in the hands of the local population.
- Look at successful stories of recovery. Do not reinvent the wheel.
- Work with volunteer associations effectively, getting together before the event and strategizing.
- Clarify transition responsibility.
- Often good intentions get misdirected.
- We need a grass roots effort to get the faith-based community involved.



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



- Having understandings with sister churches, parishes, synagogues, etc.
- Day care is one of the things that are most needed after a disaster. In order to recover people need to get back to work.
- Locals need support so that they can take ownership when they are ready.
- The recovery difference between two cities was that the one city was wiped out so that rebuilding was easier. The other city still has many buildings etc. that have to be torn down and disposed of before building and recovery can really begin.
- Locals need to know what they need before they ask the State and Federal governments for help.
- We need to manage expectations. Sending clear expectations to the media will help responsible reporting.
- Events can be managed best when we are trained and aware.
- Training and planning for recovery needs to be accomplished before an event.
- We need to be proactive and responsible.
- Sharing resources.
- Depend on outside resources such as volunteers. We need pre event agreements on where we need them, where they will stay and what they would be expected to do.
- Public needs to share in everything.
- Everything needs to be publicized.
- We need an equivalent of mutual aid for nonprofits.
- We need a State taskforce for organization of local/State/Federal resources.
- Need at least three (3) taskforces for west/middle/east of a state.
- Form an outreach program for businesses, faith based communities and major corporations.
- Combined Federal campaign is a good example.
- First responders will need help during recovery-support needed to sustain.
- Managing communications.
- Staying within the National Framework.
- Getting information to the public by way of town hall meetings, etc.
- Increase public education.
- More preparedness training.
- Funding needs to be sent back to the local community.
- We need a partnership with the local community.
- Joint information centers should push information out to the media.
- Hard for people planning for recovery to think big enough.

Scribe Notes for Group 3

- Making information available.
- Building health relationship through pre-planning.
- Alliance between government and private nonprofit with the VOAD and government.
- Need more Private sector involvement in the long-term recovery.
- Educating the private more in the role of recovery.
- Recovery starts with the response and can go on for years.
- The local community set the pace for the recovery.
- Need recovery processes for rural vs. urban.
- Pre-existing agreement for services with utilities.



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



- Have a plan and work the plan – follow through.
- Communicate at all levels.
- All level need a primary coordinator.
- Establish a recovery office.
- Need to integrate or coordinate.
- Plan for safe return.
- Plan for re-entry.
- Neighborhood watch.
- Coordinate for a safe return.
- Updating the building code.
- Funding for Building for the latest codes.



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



Q2. (Original Q8) What are best practices for community recovery planning that incorporates public input?

AM Group 1

- Council of Government plans can outline disaster relocation and reorganization plans.
- Inform the public on recovery planning processes.
- Host public meetings at the end of the response phase. Outline recovery opportunities, solicit input, discuss new options for rebuilding and provide specific information on focus areas such as the elevation of homes, what infrastructure remains down and a re-entry process for community members.
- Timing is key to get opportunity to get public input.
- Inform of recovery planning in schools.
- Update recovery and response training and ensure consistent messages to the public.
- Use local media to disseminate information.

AM Groups 7, 8, 9

- Use large employers and insurers to help disseminate public information. Allow these groups a place at the Joint Field Office during recovery.
- Establish a strong long-term recovery plan and engage the public in it prior to disaster events.
- Establish a strong State team to help direct plus coordinate.
- LTCR plans and ESF #14 are existing best practices in recovery planning and public engagement.
- Utilize post LTCR Plan's focus groups for implementation phases of work. Locals continue process to implement.
- Coordinate Federal and State funding.
- Strong relationships should be developed between all levels of elected officials during the pre-planning process. These relationships should help foster recovery.
- Strong relationships should be developed between key stakeholder groups and government agencies during the pre-planning process. These relationships should help foster recovery.
- The long-term recovery process should include holding public forums in a Town Hall or other type of large venue setting for therapeutic reasons, as well as to manage misinformation that can happen in times of conflict.
- Invite the broader public to participate in recovery meetings and process through postings on existing Web sites.
- Use multiple media formats: television, movies, news, Internet, radio, satellite, Preliminary Damage Assessments (PDAs), alternative formats for disabled (brail, Teletypewriter (TTY)).
- Government recovery agents should build relationships with news media in advance of disasters so they get assistance in fostering public awareness of recovery process and opportunities for input.
- Recovery process should establish "message mapping" pre-event. Message mapping will help standardize the message while using varied vernacular to reach diverse audiences. Locals need to assist with messaging so that the local culture can be considered in the public awareness campaign and to solicit high levels of participation.
- Use existing schools or other established community uses to help outreach to the public.



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



- Identify stakeholders missed in past disasters and engage them in pre-planning for disaster events moving forward.
- Public engagement processes used by FEMA Individual Assistance and the Small Business Association are best practices to emulate.
- Improve communication between government levels.
- Recovery process should consider rural areas and outreach efforts should be designed to consider non-urbanized centers.
- Satellite television can be a tool to help reach a rural public.
- Text messaging Twitter updates can assist public outreach efforts.
- Tap into the existing networks of faith-based and nonprofit organizations to reach individuals in need of recovery assistance.
- Establishing a strong public awareness campaign to inform the public of the process and resources available to them is essential to reach local communities. The public awareness message and delivery should be tailored to meet the culture and needs of locals.
- Use the mass media and schools to build public awareness of long-term recovery process.
- Take public information to the community, versus expecting them to come to FEMA. Use existing organizations and meeting events (e.g., schools, grocery stores, local hubs) to disseminate information.

PM Group 1 (Tables 1- 2)

- Town hall meetings should be used to help gather the public and solicit comments.
- Pre-plan for long term recovery and use predetermined recovery teams.
- Keep Long-Term Community Recovery Teams in place for as long as the community needs them.
- Disaster recovery takes years.
- Provide a clear point of contact for a disaster event incident manager.
- The process or recovery and the end recovery results are equally important.
- Public planning for disasters should be ongoing and continual.
- Leverage existing private and public organizations to engage the community.

AM Group 5

- Town hall meetings dialogue.
- Exercises, drills and CERT programs help get public involved. But these need a bigger focus on recovery and enrollment needs to be sustained even when there has not been a major disaster in a while.
- Planned partnerships; knowing who can do or get what, getting together beforehand and planning ahead.
- Pre-event recovery planning is critical; most of the planning should be done pre-event
- Short- and long-term recovery should be clearly defined and communicated to the public.
 - Housing goals.
 - Consider psychological effects/mental health effects and therapy.
 - Children and school systems.
- Leverage resources of social/religious organizations.
 - Develop relationships beforehand.
 - Identify who to contact in planned partnerships.



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- “Public involvement” should be more than a box to check.
 - Get a good turnout.
 - Conduct comprehensive meetings (not focused on one topic).
- Reach out to population with disabilities.
 - Effective media using captioning.
 - Get input from, “hearing the voice,” of disadvantaged and disabled populations.

Scribe Notes for AM Groups 7, 8, 9

- When things happen in the world around us people become worried and fearful that it may happen again and will then begin to show up at functions, otherwise they may not show up unless something is taking place at the moment.

Scribe Notes for AM Group 5

- Town hall meetings.
- Recovery should become part of exercises/drills.
- Planned partnerships; knowing who can do or get what, getting together beforehand and planning ahead.
- All recovery planning needs to be pre-event.
- We must communicate to the public what the short to long-term recovery really means.
- Educate the public to what is real.
- Let the public know what to expect in short-term housing.
- Focus on the well being of children and schools.
- Places of stability such as churches and schools etc need to be leveraged into resources.
- Develop sustaining relationships with the places of stability.
- Recovery should be brought up in town hall meetings with the public.
- Be careful departmentalizing people. Responses, recovery, planning, all need to be together.
- Reach out to the special needs population and get their input.
- All people disabled, elderly, people in nursing homes need a voice in recovery planning.
- We need more effective media.

Scribe Notes for Group 3

- Town Hall Meetings
- Pre-planning – communication
- Document local communication organizations in the planning phase.
- Public input is great between local and communities.
- Clearly define the Incident Manager’s role and the Point of Contact.
- Process and Product are equally important
- Publically planning for disasters with the ongoing engagement of the community at large.
- Leverage existing organization, private and public to engage the community.



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Q3. (Original Q10) As disaster recovery is primarily a State and local leadership issue, what are best practices for the timing (including start and end) and form of Federal assistance and coordination?

AM Group 1

- Utilize churches and faith-based and all local organizations in the recovery process. They provide familiar faces and build confidence in the recovery process.
- Plan to coordinate all outside groups coming in to help community prepare to accommodate and house outside recovery assistance.
- Organizations providing recovery assistance should be screened prior to disaster events.

AM Groups 7, 8, 9

- Individual CERT and preparedness trainings are best practices for long-term recovery. The more prepared individuals are to handle a disaster, the more likely they can concentrate on recovery.
- To contribute to resiliency, recovery plans should include a back-up leadership plan.
- Recovery assistance should include a professional services bank (technical assistance).
- Establish a long-term recovery plan prior to a disaster event.
- Available private resources should be coordinated to assist with the recovery effort.
- Small community groups focused on projects or programs should be developed to help implement recovery.
- People with disabilities need more focus in recovery planning. In crisis, they are often not thought of at all and are unable to find appropriate housing and become immobile due to lack of ADA facilities.
- The large spread of geographic areas affected by a disaster requires a special focus group within a community to advocate for and assist people with disabilities during long-term recovery processes.
- Train people during recovery how to mitigate for potential future hazards.
- Recovery planning should accommodate short and long-term housing and facilities for those with disabilities or those in need of specialized ADA facilities.
- The Incident Command System (ICS) is a best practice.
- Develop a recovery plan prior to the event and practice employing it. Use field and tabletop exercises and include a diversity of individuals in process to ensure future implementation.
- Review existing recovery plans and identify best plan procedures for the use of other communities in the process.
- Delay the Federal response to allow local efforts to step up for recovery needs.
- Allow local government to direct private individuals on how to assist in recovery process.
- Pre-stage housing and other physical infrastructure resources (e.g., utility pipes) at locations that would help facilitate recovery for recovery.
- Recovery plans should define “triggers” to mark the end of the recovery phase. The triggers will vary from location to location.
- The process where the Governor requests FEMA assistance is a best practice. FEMA should be invited in.



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



- Open up the recovery process; each public and private entity has a value and something to contribute. The recovery process should not be so much about “who,” but “how.”
- Use lessons learned to inform recovery plans.

PM Group 1 (Tables 1-2)

- Shift to corporate preparedness before a disaster rather than government response afterwards. Pre-plan private strategies.
- Identify local nonprofit organizations in plans.
- Speed Federal declaration - FEMA’s expedited disaster declaration is a best practice.

AM Group 4

- Includes a successful transition from temporary housing to long-term housing.
- Make effective use of alternative transportation and shipping; plan for regular routes to be disrupted.
 - Fuel, plan for resources.
- If funds cannot be encumbered before event, need to find alternative method to establish partnerships and contracts.
- Securing funds for recovery before event.
 - May require a revised *Stafford Act*?
 - Would help to avoid hesitating delivering funds to recovery efforts.

AM Group 5

- Specialists should not departmentalize; the process needs to be coordinated so that everyone is talking.
- Recovery needs to start with pre-determined plans and exercises.
- Expand the role of recovery planner beyond “grant manager” to actively participating in recovery planning.
- Immediate Federal assistance needed to supplement State’s ability to provide for security.
- Expand citizens’ academy training.

Scribe Notes for AM Groups 7, 8, 9

- Recovery should start immediately as soon as the disaster begins. It should start on the local level and work up from there.
- The group feels that we need to provide more education to the public as to what we expect from them. Inform the public as to what the process is, what the State does in a disaster, from the FEMA level or from the local level and up. It seems to be very frustrating to the public for them to be going through the disaster and for the public to not know the status of the process. The main goal here seems to be “COMMUNITY AWARENESS,” within the first 48 to 72 hours of a disaster.
- There does not really seem to be a good end DATE to a disaster.

Scribe Notes for AM Group 5

- More exercises that get into planning for recovery.
- Start putting the recovery people in exercises.
- Expand the emergency management role beyond that of grant matters.
- Immediate Federal assistance needed based on security issues.



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



- Expand on citizen's police academies for security.
- Temporary and long-term housing will need to be sustained.
- We will need to think about different forms of transportation and fuel sources.
- Plan ahead for resources.
- Funds need to be set aside for disaster recovery.
- Address the *Stafford Act*? Maybe or maybe not.
- Need to look at the framework from other States to help us.

Scribe Notes for 3

- Speed up the Federal Declaration Process.
- Use more Expedited Disasters.



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Q4. (Original Q12) What are best practices for marshaling Federal assistance - both financial and professional support-to support State and local efforts to recover from a disaster and how can we work together to better leverage existing Federal grant dollars?

AM Group 1

- State should be point agency to disseminate Federal money.
- Need to speed up the length of time of grant process so it is not a hindrance to long-term recovery efforts.
- Distribution of stimulus money could be a best practice (oversight issue, perhaps too fast).
- Remove obstacles of matching funds tied to grant funds.
- Provide for continuity of stakeholders in recovery planning.
- Locals should be integrated into the recovery process due to their local knowledge, understanding of issues and values.

AM Groups 7, 8, 9

- The organization of FEMA and HUD Regions that coordinate with the State Emergency Operations Center is a best practice.
- Establish a Recovery Office *before* a disaster event so that the official point of contact for a disaster is already known as an emergency event occurs.
- Establish a robust recovery closeout that includes “lessons learned” to improve the recovery planning process in the future.
- Prior to establishing a recovery plan, a debrief on other recovery efforts should be used to inform a new recovery process.
- The operation and function of a Joint Field Office is a best practice.
- *Follow* the Emergency Operation Plan in place.
- Streamline funding authorizations.

PM Group 1(Tables 1-2)

- Repair infrastructure as first step in disaster recovery.
- The recovery process should incorporate human services to help support psychological issues related to disasters.
- Plan to bring community members back in a controlled fashion.
- The recovery process should coordinate with private telecommunications companies as critical infrastructure.

Scribe Notes for AM Groups 7, 8, 9

- There are jurisdictional issues that need to be suspended, but when the EOC is activated there are ESFs that are in there that are responsible for the coordination and assistance of the disaster recovery resources.
- Make sure to involve those from the private sector not just the first responders. We need to involve the local churches, humanitarian level, etc.
- Instead of being reactive we need to be pro-active.
- We can get funding after a disaster, we need to get funding prior to a disaster. Pre-planning for a resilient community like hazard mitigation would be a great incentive.



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



- Stress-Prevention Training has been implemented all around the country and has been proven to be very successful, in helping individuals “Bounce Back” from disasters. If you look at other areas to be a positive, assertive, mental training resiliency that is a key component to help individuals cope following a disaster.
- Recovery is as important as response.
- There was extra money put into AmeriCorps and Vista for volunteers during Katrina and if volunteers are willing to work during a disaster, there should be No term limits on the amount of time they are willing to volunteer their services during a disaster.
- How much will it cost ahead of time for recovery? This does not just need to be based on the cost of brick and mortar. We need to take into account the cost of rebuilding schools, hospitals and the cost of people to accomplish
- All of these things in rebuilding critical infrastructures.

Scribe Notes for Group 3

- Clarify their response role
- Understanding where the local resources are
- Establish a strong State team to help direct and coordinate resources.
- Help the governor request help from Federal agencies rather than be directed.
- Pre-planning.
- Establish a clear vision in plans at the local level.
- Funding for long range planning.
- Understanding Mitigation for future events.
- Create one Federal Government contact that locals can go to ask for Federal resources.



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



Q5. (Original Q14) What are best practices for integrating economic and environmental sustainability into recovery?

AM Group 1

- Focus early on rebuilding small businesses quickly.
- Need compelling environmental information upfront during preplanning (cost analysis to cost effectiveness) to make informal choices of cost versus sustainability.
- Need guidance on costs to avoid gouging of local government.
- Plan and identify regional economic and environmental needs within State to for regional balance.

AM Groups 7, 8, 9

- Integrate private sector resources into recovery planning to ensure economic sustainability.
- Incorporate green building standards and goals into long-term recovery policy.
- Establish progress indicators to identify whether the recovery process is on track.
- The recovery process should be shouldered primarily by the private sector and should remain as independent from government assistance as possible to avoid public scrutiny of from known biases against inefficient government processes.
- Private entities should be charged with reestablishing infrastructure over government.
- Funding mechanisms should be easy to access and simple to understand, while still allowing for accountability.
- After a declared emergency, matches for government program funding should be waived and qualifications redefined. For example, “in-kind” services could be considered for a local match for grant funding.
- Adoption of the most current Uniform Building Code (UBC) was a best practice in fostering business recovery after Hurricane Katrina.
- Communities planning before or after disaster events should provide a fortified building code to keep housing affordable after the event.

PM Group 1(Tables 1-2)

- The CARI project is a best practice for sustainable and resilient recovery.
- Community preparedness fosters long-term recovery. Establishing a credential process to allow for the right to access personal information can help expedite recovery. Credentialing can help identify appropriate response people.

AM Group 4

- Community needs to be prepared to sustain damage and be out of business for a while. Need support systems to reduce the number of businesses that pack up and leave after a disaster. Business continuity plans are recommended to help achieve this
- Ownership of responsibility from locals needs to be a higher priority, and should receive more emphasis in planning.
- Continuity plans are more widely used if incentives are given to companies that prepare them. These could include:
 - monetary
 - grants, e.g., growing to include more organizations
 - discounts on insurance



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- The federal government could also put requirements in place for business continuity plans
- Structural + non-structural mitigation measures need to be included to ensure long-term resiliency.
- Long-term contracts with recovery contractors need to be in place and funded, to reduce lag between disaster and beginning long-term recovery
 - but there are legal constraints limiting states' ability to do this
 - need coordination of federal, state, and local resources to make this happen
- Risk assessments pre-disaster would help identify long-term needs and required resources

AM Group 6

- Identify requirements for each community.
 - No funding limitations.
 - Housing infrastructure is critical.
- Establish payrolls and get businesses operating as quickly as possible.
- Help big companies continue operating.
 - Provide a reason to stay.
 - Have businesses use their own resources, plus provide ability to coordinate with local/State/Federal government.
- Flexible taxation to ease financial strain on businesses and residents.
 - Freeze temporarily; and limit increases.
 - BUT, this may reduce tax base.
- Create a databank for lessons learned and best practices.
- Identify environmental vulnerability and risks.
 - Establish appropriate response procedure.
 - This may mean moving city.
 - Pre-disaster planning should address environmental issues.
- Shelter-in-place when possible to keep population in the area; try not to create refugees.
 - Construct tent cities to support call centers, etc.
- Use local businesses, Federal money funneled locally.
- Use places that instill sense of security.
 - Fences, well lit, ID badges, guards, etc.

Scribe Notes for AM Groups 7, 8, 9

- Education, go back to the people who have actually witnessed a disaster.
- Pre-plan for a big disaster then in the event of a smaller disaster we will be more prepared.
- The group felt that little things go a long way.
- In the recovery phase we must sustain life first.
- NIMS, ICS, should be used during an event for organizational structure, we know these are followed mostly during the response of an event but could it not also be used during the recovery phase of a disaster?
- Per the consensus of the group information needs to be shared years after a disaster, it means being pro-active.
- Disasters start local and finish local. Every jurisdiction will have to utilize resources from within their State during a catastrophic event.
- Have key players, including employers from large businesses and insurance companies, assist in responding to the event in the Joint Field Office (JFO).



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



Scribe Notes for AM Group 5

- Identify requirements and then build your strategy.
- Rebuild roads, bridges, infrastructure, etc.
- Know where you are going to house people.
- Economy = jobs = payroll for large and small companies.
- People need a reason to stay or come back to an affected area.
- Companies need to have plans and need to be brought together to share ideas.
- Government needs the ability to freeze or regulate property taxes.
- Get best practices from other disasters.
- Put together a database for disaster recovery.
- We need a lessons learned site.
- We need to identify our vulnerabilities and identify what is needed.
- Preplanning is the key.
- Shelter in place option? Tent cities and security.
- Companies need to take care of their own.
- Getting the Federal Government to funnel money into local businesses.
- Put people in a place that they will feel secure (fenced in and well lit).
- The community will need a sense of security.



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



Q6. (Original Q15) What are best practices for integrating mitigation and resilience into recovery?

AM Group 1

- During the damage assessment phase, have assessors identify if different practices have been used to adequately assess cost to promote flexibility in funding sources.
- REBUILD SMARTER.
- Recovery planning should provide room for flexibility to include the repair of buildings that do not meet code.
- Look for big-move opportunities in rebuilding.
- Remove regulatory obstacles and allow for a rezoning process after disaster.
- Tie grant funding and missions together; reward mitigation projects.

AM Groups 7, 8, 9

- Governors should request help from Federal agencies to implement local recovery plans rather than be directed by FEMA on how to plan for them after the fact.
- Government should encourage an integrated disaster response.
- States should establish a clear statewide vision for local recovery plans, while plans should be expedited locally.
- Fund long-range disaster plans, which should include mitigation.
- One Federal contract should fund long-term recovery projects.
- Focus on organizational development and capacity for recovery implementation actions.
- Do not train staff responsible for recovery implementation in disaster response, but rather on how to manage funds, distribute resources, etc.
- Identify roles and responsibilities in recovery plans established prior to a disaster event.
- Systems such as NIMS work very well and recovery could build on such integrated data sources.
- Use existing organizations to manage recovery.
- FEMA and non-governmental organizations should share intake data and case management information for streamlined assistance to individuals.
- A particular state's EMA staff have strong relationships with local communities and effectively shepherd individuals through the recovery process. They often train staff to partner with targeted communities
- Establish a unified intake system to streamline data collected. Have victims sign a waiver up-front to release their information so that duplication in the intake process can be eliminated.
- Pre-approve organizations that can have access to FEMA intake data.
- Make disaster planning relevant to locals so that they will be prepared to bounce back. Bring recovery planning and preparedness to the church or other existing organizational structures. Employ drills and public awareness through these networks.
- Identify recovery partners (Federal, State, local) and a public engagement strategy prior to a disaster event in a plan.
- Identify all Federal staff and funding resources available for use during recovery.
- Pool Community Development Block Grant – Housing Maintenance Program (CDBG-HMP) other funds together into one pot of money to channel into local recovery efforts.



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- Establish a post-disaster environmental code to streamline recovery efforts and remove regulatory obstacles (NEPA).

PM Group 1(Tables 1-2)

- Mitigation projects are great examples of fostering resiliency in disaster recovery.
- Provide tax incentives to encourage private participation in recovery.
- Redistribute funding authority from Federal to local levels of government.

AM Group 6

- Public service announcements plus education.
- Identify vulnerability and risk, increase awareness.
- Require plan from private organizations for operating through recovery.
 - small businesses.
- Make the “Disaster recovery plan” a requirement.
 - Also attractive to consumers.
- Use Business Civic Leadership Center (BCLC) resources.
 - Recovery oriented,

Scribe Notes for AM Groups 7, 8, 9

- Utilize the COOP/ Continuity of Government (COG) plan in every business.
- EDUCATE the general public.
- Until the event occurs it will limit your options as far as building codes are concerned.
- When it comes to long-term recovery, who are the players?
- How will FEMA support the mental health community?
- Post-disaster environmental codes need to be issued during a disaster.



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Scribe Notes for AM Group 5

- Should start now with education, Public Service Announcements (PSAs), etc.
- Let the public know what to do if this happens.
- More education needed for all hazards.
- Business continuity plans needed.
- Show people what is in it for them as far as recovery.
- Publicize organizations
- Federal government should require or offer incentives for businesses large and small to have recovery plans in place.
- Cooperation.
- You have to be prepared to sustain damage and be prepared to be out of business for a while.
- Promote business recovery planning.
- Businesses need to take ownership.
- Teach businesses how to prepare business continuity plans.
- Offer incentives for businesses that have recovery plans such as tax breaks, lower insurance and grants.
- Having long-term contracts in place and funded.
- Risk assessment is critical pre-event to identify resources needed.

Scribe Notes for Group 3

- CERT – training for all community.
- Know who can take command when the main leader is not available.
- Have a back up command plan.
- Professional services.
- Pre-plan and coordinate private resources availability with recovery effort.
- Develop small community groups.
- Tap into the faith base organization to be trained about recovery.
- Make sure that people with disabilities are involved in the recovery planning process.
- Establish a recovery office before the event.
- Plan shelters in places that provide for the disabled.
- Community preparedness is part of strong recovery.
- Credentialing process
- Credentialing is different from right access.
- Mitigation starts with hazard analysis.
- Need tax incentive to encourage.



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



ROLES + RESPONSIBILITIES + COORDINATION



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



Roles + Responsibilities + Coordination

Participant Responses

[NOTE: Comments are recorded by question by group so it is clear which groups responded to which questions.]

Q1. (Original Q6) What are the appropriate State, local and Tribal roles in leading disaster recovery efforts?

AM Group 7

- Local agencies should establish priorities for recovery and report their needs to regional and Federal offices.
- State governments' roles should be as liaisons between local and Federal agencies.
- While State and local agencies should interface with the community to educate and engage them in disaster recovery, a good public information officer is needed at these levels to interact with the media to get the consistent and correct messages out to the public.

AM Group 1

- Communication is important to get the message out through the media and other outlets including timelines and timeframes.
- There is often an obstacle in that State and local ordinances and regulations don't match, combined with the challenge of deploying people from other areas unfamiliar with local regulations and codes.
- Adopt as a mission the communication of recovery plans well ahead of an incident, using K-12 education system to inform about the roles and responsibilities of State and local responders.
- It is important for all levels to deliver a positive message, i.e. "We can get through this," as a means to create and maintain social stability.
- One role for the local governments could be the expanded outreach to Community Emergency Response Team (CERT) programs, through local groups, organizations and churches.
- Another identified role for the local level is to communicate the message of personal responsibility, with the message to not wait on State or Federal responders and that preparedness begins with us.
- There is a breakdown between the States and the communities regarding the specifics of the communities – value recognition – as to what the communities want and what will they need.
- State and local agencies should identify how to communicate if the "media" is down through, for example, local networks of communication.



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- A local example was raised that city councils need to prepare plans for both personal recovery and local recovery, especially from a housing standpoint.
- A different approach to recovery is needed - an approach which emphasizes local leaders, local relationships and better clarified the roles between local, State and Federal partners.

AM Group 3

- Preplanning regarding temporary housing is identified as a need with more specifics identified if more permanent housing is needed. Working class areas have problems affording or barely affording housing already, let alone following a disaster. The idea of “home grants” provided in the wake of a disaster.
- One of the most important needs identified was the vital need for jobs, what to do over the first 48 hours and then beyond to keep people employed, have dollars flowing in the economy and to keep people in the area.
- There appears to be a lack of focus getting information to local areas and communities. Communication at the “grass roots level” is needed through identification of key, trusted people in the community to communicate information. “Grassroots” organizations and small companies/businesses are not always involved but should be.
- People tend to wait for first responders to come. They are not informed about their need to prepare for themselves and perhaps do not realize that they need to be informed – both the response and recovery phases. An overarching need for education both before and after a disaster was discussed.
- There needs to be a “system” in place to meet the needs of people on 100 percent public assistance. How do people get through all aspects of “the system?” The idea of case management to meet all of the needs of one individual was proposed.
- There need to be plans in place to support the needs of groups and families. Are social services areas prepared? Do they have the structure to support these needs? Need to appreciate in the recovery phase what the disaster does to “marginal” communities – i.e. mental health and other support

PM Group 1 (Tables 1-2)

- Recognize that all disasters start locally and that all events are local events. There is a need for well-organized plan upfront and everyone needs to know the players in the plan and the roles they play. The process should flow from the bottom up - Tribal to local to State to Federal.
- The local community has an important role in planning to address the issue of rebuilding the same or rebuilding “better,” with an eye toward civic improvement and improving the quality of life.
- Need to define individuals and businesses roles in recovery and integrate those roles in any recovery planning. Pre-event phase/pre-event planning for tomorrow, working together as a team to help the community.
 - County role is in leading the emergency management resources.
 - Nonprofits need to be a part of the plan, know their roles, the details of their areas and the needs of their populations such as people with disabilities and unique medical needs.



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- There is a need for businesses to identify resources and sources and integrate in their incident plans. Businesses need to determine how they can get up and running again and find out how those needs fit in to the local recovery plan, Business continuity plans need to identify resources in relation to needs, roles and responsibilities. Local examples are major employers such as FedEx and Auto Zone for their overall recovery models and determine what portions are appropriate for other businesses.
- Consensus was reached on the need to communicate to public that there is a plan. Individuals need to know and have confidence that a plan exists and it is working. Need to disseminate knowledge and place a plan in the overall comprehensive master plan for the community.
- In recovery planning, identify the resources needed then determine how our own plan fits in larger picture. It is up to each entity to define own recovery plan but recognize codependency of efforts.
- Prevention = Preparedness for Non-Governmental Organizations (NGO) with the goal of including all partners in drills and exercises.
- At the grassroots level, communication has to continue throughout the disaster into recovery. Employers can prepare employees who can prepare their families and friends and neighbors as a method of sharing information and communicating.

PM Group 2 (Tables 3-4)

- Local agencies should be in charge of recovery efforts, with the State and Federal levels supporting with resources.
- State, local and Tribal agencies should be involved with proactive education campaigns with their constituents ahead of disasters, such as through messages included in utility and tax mailings or producing calendars, which include descriptions of recovery-related activities. Such education campaigns can help set expectations during recovery. One method that was suggested is a calendar, providing a description of activities throughout the year to educate the public about planning, preparing, mitigating, responding and recovering.
- Local communities need to identify the threats and risks as well as help to educate the citizens of the locality on what to expect during a response and recovery process. One example is to make sure the public knows that the first 72 hours is on you. Plans should clearly address what local residents, especially veterans and the elderly should do such as finding a way to keep a three- (3-) to five- (5-) day supply of medications on hand even though Medicare and Veterans Administration prescription refill requirements may be in conflict.
- We need to recognize that rural versus urban disaster planning to recovery is different, especially in terms of infrastructure, development patterns, transportation and utility systems.
- State and local agencies should identify a budget for disaster recovery prior to receiving Federal funding. The State and local level needs to look at establishing a disaster fund.

PM Group 3 (Tables 5-6)

- There is recognition that all three levels – State, local and Tribal – need better preplanning for recovery.



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- The States have an oversight role in how money is spent – legally and correctly and to pull together all funding avenues. The State should be an umbrella organization and clearing house to coordinate local efforts, do what the local plan encourages, come in as team player to streamline processes. The State should coordinate what help is out there.
- The Local role is to be responsible for knowing who to coordinate with at each level of the Emergency Support Functions (ESF). Make the decisions with the support of State and Federal agencies; independent technical assistance should be focused on best interests. There is a need for local, independent people focused on towns/regions/localities.
- Politics can confuse everything. A good plan decreases possible impacts of politics in recovery efforts.

AM Group 4

- All levels of government need to be adhering to the same plan.
- Other States may need to call on neighbors for help and the States need to be able to coordinate efforts.
- Recovery efforts need to be led by local entities.
 - Local entities are responsible and need to be leading.
 - They tell the other levels of government what help they need.
 - This coordination plan may be on paper but not always in practice.
- Disasters happen on a local level so they must be managed locally.
- Some cities, states, and the local counties operate differently than other communities.
- Local citizens should be involved in planning efforts.

AM Group 5

- A sister city could support another city until the community is able to take over their own recovery.
 - The reestablishment of normal government needs to happen at an appropriate time.
- Communities need another location to be a rally point for community members.
 - This is often done at a family level.
 - Need to do at community level.
- Good plans need to be in place before a disaster occurs.
- County office of emergency management should coordinate with the mayor of a community who is dealing with a disaster.
 - The County office needs to provide support from cradle to grave of disaster.
 - All aspects of the community need to be restored: physical, mental, spiritual.
- The local government has an opportunity to coordinate with nonprofit groups.

AM Group 6

- Local.
 - Need a central coordination point to organize local recovery efforts.
 - The office of preparedness could manage recovery efforts, but they are understaffed.
 - There is a need for a mechanism for notification of local agencies to become involved in recovery.
 - The recovery process needs to be planned for now.
 - Local organizations need to plan for the influx of people fleeing from outside disasters.



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- Local emergency management agency (EMA) will be the central point of organization.
 - In one state, the EMA has 16 agencies.
 - The County and city are jointly managed.
 - The Mayors are the leadership in recovery efforts within this system.
- Need an assessment to understand how equipped we are to assist people with disabilities before an disaster.
 - Communication devices need to be available for people with disabilities.
 - This assessment could be accomplished at a State level.
- Federal.
 - The Federal government should be the top of the chain of command that delegates who is responsible for what.
 - They provide oversight to the State to ensure they have identified recovery strategies.
 - This same scenario would flow down from the State to counties and cities.
 - This strategy could also flow upwards from city/county to State to Federal.
- All government agencies need to set aside funds to manage recovery efforts.
 - Agencies need to develop a five- (5-) year plan.
- Currently the funding system provides for one-time purchases, when it should provide for sustained planning efforts.
- It is hard for local communities to justify planning funds when there are more pressing short-term needs the community.
- There needs to be an assessment process to analyze funds.
 - These assessments should happen on every level of government.

Scribe Notes for PM Group 2

- Tribal to local to State.
 - All disasters start locally.
 - Flows from the bottom up.
 - We need a well-organized plan.
 - Nonprofits need to be a part of the plan.
 - Everyone needs to know the players in the plan and the roles they play.
 - Sharing information/communicating.
 - Pre-event phase/pre-event planning for tomorrow.
 - Know your role – individual/group.
 - Work together as a team to help our community.
 - Convince the public that we have a plan and that it will work.
 - Communication has to continue throughout the disaster into recovery.
 - Organizations have to be viable and resilient within themselves.
 - Business continuity plans need to identify resources in relation to needs, roles and responsibilities.
 - Prevention = Preparedness.
 - Include all partners in drills and exercises.
 - Proactive education.
 - People need to know what a disaster kit contains.
 - Perhaps placing a one-page insert in the utility bill, etc.
 - Incentives for public participation.
 - Tribal, local and State governments need to educate and engage people.
 - Help individuals understand threats and risks and what response to expect.



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



- Calendar to educate about planning, preparing, mitigating, responding and recovering.
- Make sure the public knows that the first 72 hours is on you.
- New slogan for FEMA you are on your own.
- We need to recognize that rural versus urban disaster planning to recovery is different.
- The State and local level needs to look at establishing a disaster fund. We cannot afford to wait on Federal funds.
- States role is to pull together all funding avenues.
- All three have a pre-planning role.
- State should perform on what the local plan states.
- State should facilitate local efforts.
- State provides oversight.
- Local level needs to know who the local person in charge is.
- Different entities bring different things to the table.
- Be a team player.
- Different scenarios will require different actions.
- The State should coordinate what help is out there.
- Politics can confuse everything.
- Decisions need to be made at the local level.
- Independent technical assistance should be focused on best interests.
- The better the plan is the easier the recovery.

Scribe Notes for Group 3

- Pre-define the role of the State, local and Tribal in leading disaster recovery.
- Communicate to residence about the process.
- Communication has occurred in every situation. Federal agencies do not talk to each other.
- Define the supply sources and identify their needs.
- Support the requested needs of the local.
- Liaison between State, local and Federal should be widely used.
- Define prioritization and expectation.
- Establish priorities and report their needs.
- Establish a good Public Information Officer (PIO) to interact with the media and the community.
- Identify temporary housing sources.
- Provide affordable loan to business, homeowner, etc.
- Identify the resources and ability to deal with the influx of people coming in to the State.
- Develop a contact network.
- Liaison to the nonprofit and voluntary group.
- Develop Sister Community – as off-site storage for data.
- Coordinate with larger network to operate nationally.
- Communication process – integrated process system across all levels from the top down for from the bottom up.



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



Q2. (Original Q7) How can the nonprofit and private sectors be better integrated into recovery?

AM Group 7

- Nonprofits and private sector partners need to be involved from the beginning – during planning for recovery and in decision-making.
- Nonprofit and private sector roles need to be set in advance of long-term recovery planning. These partners should stay involved in the process as long as their assistance is needed (rather than at distinct phases of the disaster response/recovery process).

AM Group 1

- The group suggested the idea of revisiting and building on old programs such as the pre-K “duck and cover” model of preparedness, Federal funding for “bomb shelters” and emergency shelters and using churches as venues for disaster drills.
- Recognition that there are financial and budgetary issues that need to be sorted out; whose money and whose accountable for it.
- There was a need identified for community resiliency centers that would provide programs for coping mechanisms, bouncing back from disaster and training for small businesses.
- Need full participation of local and State Voluntary Organizations Active in Disaster (VOAD), including continuing education programs.
- The nonprofit and private sectors must participate in the long-range recovery planning stage.
- An identified need was a system to avoid duplication of efforts and aid to individuals.

AM Group 3

- Major employer can be significant partners and they are definitely involved now, but do not really understand response and recovery plans in terms of who does what and when?
- The group identified several key questions that need to be addressed for integrating the private sector; how do small businesses know what to provide? Who do you report to? How do you integrate them?
- The use of Memorandum of Understanding (MOU) is the customary procedure for contracts with local suppliers and restaurants to identify the needs, the suppliers and then go to them; i.e. local grocery stores for perishables.
- Recognize that there is often a big problem of what to do with the high volume of donated goods collected during a disaster. Efforts are needed to spread out the donation, collection and distribution over the longer term of recovery, not just response.
- There is a need to stay committed over the long-term recovery, two (2) to four (4) years out after the disaster. Identify ways to maintain support over the long term.
- The group suggested the idea of one agency responsible for covering and managing all of the Emergency Support Functions (ESF) as a central clearinghouse.
- Need to support small business since they are usually the overall biggest employer and often leave the area or don’t reopen following the disaster. There has to be a determination from them to make changes in the community in the recovery phase.



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



- Disaster recovery plans are usually adversely affected by politics in local government, so bringing in nonprofit and private partners could mitigate this effect somewhat. Therefore, need to include locals in the planning process along with private industry and nonprofit organizations.
- National Voluntary Organizations Active in Disaster (VOAD) do not always represent all of the local VOADs; usually the local VOADs are not involved in the planning process but need to be involved for better coordination of resources. Also, increased involvement of the State level VOADs is also needed to identify the best areas and people to open operation shelters.

PM Group 1 (Tables 1-2)

- One very successful model for integrating these sectors is through certification programs designed to educate the public such as Community Emergency Response Team (CERT) training.
- Also, conduct regular public and private exercises that will introduce all private, non-governmental organizations, governmental organizations and the public with tabletop exercises. As part of these exercises, involve businesses and major infrastructure partners.
- The recovery planning process can build off of and leverage the strong connection that nonprofits have with people. Nonprofits and in the “business” of people.
- One suggestion was to provide incentives from the Federal government to encourage participation, such as a tax incentive. As an alternative, the local community or State could require “mandated” plans and help the nonprofits and business draft the plans.
- Message discipline is needed so one voice is heard. Need for a coherent message from one person in authority delivered over multiple means of communication.
- One phrase that summarized the thinking of the group is “preparedness leads to resiliency and resiliency leads to recovery.”

PM Group 2 (Tables 3-4)

- The private sector can be integrated through identifying experts in the field prior to the disaster and collaborating with them through recovery. Local Chambers of Commerce could help pinpoint appropriate partners.
- During recovery, nonprofit and private sector partners can help supply resources, such as human capital and alternative communication channels.
- A challenge to integrating nonprofit and private sector organizations into recovery is that they measure success differently; the private sector’s bottom line is profit, whereas nonprofits’ is impact. Communication between these groups and government agencies needs to take place to understand how they can best help in recovery efforts yet still meet their benchmarks for success. There may be a need to mediate the competing needs of business – profit and nonprofit – to share and coordinate for recovery.
- Private sector and nonprofit agencies need to have a seat at the table in planning for recovery. Participation in organizations such as these involves the entire community (business and nonprofits) in the recovery planning process.
- Through business continuity planning, an effort to “broker” response and disaster recovery plans in partnership with small businesses. Consider a new partnership for disaster planning with private businesses providing alternate locations, alternate communications and other resources.



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



- All sectors should be familiar with the experts in field who can be called during the recovery process.

PM Group 3 (Tables 5-6)

- Education and proactive pre-disaster recovery planning are the keys to a successful recovery. The community needs to know how to find the resources, connect the resources and plan before the event happens. Planning, training and exercising recovery needs to be added with the components of: support, fund, recovery drill and exercise. Need to plan, practice, test and use the plan.
- A need was identified to leverage and coordinate with Community Development plans and Economic initiative plans.
- Increase the formality for critical infrastructure planning involvement through the Urban Area Security Initiative (UASI) to include trade groups, chambers of commerce and other public-private partnerships.
- The private sector can assist to educate elected and public officials on financial risk and exposure as well as gap financing needed for recovery. Then, the State role is to know how to close funding gap, including with congressional help, through Community Development Block Grants, or through the availability of other resources.
- There is a need to help nonprofits identify how to capture donations for recovery in addition to response, recognizing that most donations are received in the response phase while the disaster is on television and that donations dry up during recovery.
- Utilization of memorandum of understanding (MOU) with both the public and private sectors to bring in goods and services.

AM Group 4

- Organizations need to be invested in the preparedness process.
 - The public will follow the leadership of organizations.
- Pre-establish government contracting opportunities to be able to use private services more easily.
 - Give incentives (carrots) to private groups in order to get them to participate more easily.
- Use heavy outreach to nonprofit and private groups to create public-private partnerships before disasters occur.
 - This is a good approach with Non-Government Organizations.
- Some nonprofit groups are developing their own recovery plans/processes to support communities.
 - Governments should participate and help in this planning process.
- Government entities do not always know what support is available from profit and nonprofit groups.
- Inventories need to be done at a local level (guided by a national framework) to identify what resources are available.
 - This inventory on should be available on the Web when available.

AM Group 5

- The National VOAD is key to bringing nonprofit groups into the process.



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- The government needs to take advantage of nonprofit resources more.
 - More liaisons are needed to connect with nonprofit service providers.
- Nonprofit groups need to be part of the planning process.
 - Relationships should be built now to leverage later.
- Sometimes laws can impede business' opportunity to recover.
 - They can become a barrier, when they need to encourage recovery.
 - Policies can also inhibit recovery.
- Incentives/requirements for training would help private groups to be able to provide skills in recovery efforts.
 - Keep a role/roster of people who underwent training.
 - Ex: Trainee would be qualified and on call for one (1) year and paid (e.g., jury duty).
- Government can have immunity from liability that private groups do not.
 - This is a barrier that needs to be examined.
- Unemployed individuals want training and opportunities to provide for recovery efforts on the local level.
 - The recovery team should not just include outside help.
- HAZMAT training requires a large commitment (time, effort, expense).
 - Need to ensure that local workers brought into the recovery process are safe and ready by obtaining proper training.

AM Group 6

- Nonprofits need to be involved in recovery planning before a disaster happens.
- An inventory what resources are currently available is needed.
- Case management is an area where nonprofits could fill existing service gaps.
 - Nonprofits could provide information to victims.
- Nonprofits can educate the community on disaster preparedness.
 - Nonprofits could host community information fairs.
- There is a need to reach out to private and nonprofit groups to see what capabilities exist.
 - Government entities need to solicit help from nonprofit groups.
 - Complete an inventory of what support nonprofits could provide.
- Communication is the key to successful integration.
 - Local agencies often do not know how to get help from private and nonprofit groups who are willing to help.
- The media needs to provide more plugs to nonprofit groups to provide a better understanding of what each does.

Scribe Notes for PM Group 2

- Educate the public with Community Emergency Response Team (CERT) training, etc.
- Conduct public and private exercises that will introduce all private, Non-Governmental Organizations, governmental organizations and the public.
- Incentives from the Federal government.
- To nonprofit organizations business = people.
- Education in schools, etc.
- Need the same consistent message given from multiple sources.
- Message discipline is needed so one voice is heard.
- Preparedness leads to resiliency and resiliency leads to recovery.



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STRENGTHENING DISASTER RECOVERY FOR THE NATION



- Offering private and public planning.
- Private is based on profit/nonprofit is based on impact.
- We need a mediator possibly the government to help nonprofit/private entities to share and coordinate for recovery.
- More coordination needed within the government.
- Nonprofit/private need to be more aware of the fact that disasters happen locally and are managed locally.
- Private/NGO/nonprofit need to have a seat at the table in planning for recovery.
- Disaster recovery partnership with other businesses.
- Business continuity planning.
- Collaborate and share information.
- Chamber of Commerce could help.
- Continuity of operations.
- Know the experts in the fields.
- The community needs to know where to find the resources.
- Connect resources and plan before the event happens.
- Make contacts now before the event.
- Economic initiative plans should be established.
- Get people to talk before anything happens.
- Planning, training and exercising recovery needs to be added.
- Prioritize recovery training.
- Educate people on critical infrastructure, roles, responsibilities and behavior.
- Educate elected/public officials on the financial risk exposure and gap financing.
- State needs to understand how to close the gaps. Know that they can be closed with congressional help.
- Not-for-profits need to help identify how to capture donations for recovery in addition to response.
- Need memorandums of understanding with the private sector to bring in goods.

Scribe Notes for Group 3

- HUD is good at that.
- FEMA voluntary liaisons need to reach out to local community to assist in developing other resources.
- VOAD is needed to work more closely with nonprofit and private sectors.
- Need to be integrated before the disaster occurs.
- Need better communication between all sectors.
- Need a larger network of people that are CERT trained.
- Most nonprofit are faith based and are not in the loop of the resource.
- Need to coordinate the nonprofit volunteer groups who are very vital to the recovery process.
- Need a transfer of knowledge – communication across the board. People that have recovered from a disaster can be a very good resource to get knowledge of what works in the recovery process.
- Communicate with your people via radio, Internet, television, social media, etc. Partnership with the local media. Alert FM (a receiver) is a place for emergency responders.



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- Private sector - small business has more of a difficult time to recover from a disaster, use up front the existing resources. Most small businesses are not prepared for disasters.
- Disasters should be stated in linear time. People need to be involved from the beginning to the end.
- Private – Nonprofit should be involved in the decision making in the community from the beginning.
- Private – Nonprofit roles must be decided in advance and they must be involved in the planning phase.



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Q3. (Original Q9) How can Federal, State and local disaster planning and recovery processes and programs be best coordinated?

AM Group 7

- Recovery programs and processes should be coordinated at the local level then directed up, as local entities know their communities' needs best.
- A recovery plan is needed in addition to a response plan to manage programs and processes.
- Establishing strong relationships between all levels of government is essential for effective coordination of processes and programs.
- A communication plan needs to be in place to guide how stakeholders will communicate.
- Process and programmatic needs should be established, then a hierarchy of how needs are to be addressed should be created.
- An accurate inventory of goods and services each entity can provide can help establish roles and responsibilities in recovery processes.

AM Group 1

- There was a recommendation to develop a solid recovery framework, make sure it "stays" in place and then adequately fund it.
- Increase the appropriate resources through the National Response Framework (NRF) to the Emergency Support Functions (ESF).
- The recovery plans should provide a mechanism for local issues to be addressed at the appropriate scale, with an emphasis on State and Federal support not takeover.
- There is a need for cross training between States and communities using reciprocal agreements. FEMA's Voluntary Agency Liaison (VAL) are helpful to coordinate this.
- Make use of an Emergency Management Assistance Compact (EMAC) between States to determine what's right and what's wrong, what works and what does not work, etc.

AM Group 3

- There is the need for better education at the local level and at the local EMAs, including a "process" of education for the provision of disaster supply kits and recovery plans.
- It is important to develop - and to make each other aware of - local, State and Federal disaster plans; i.e. How well do these plans work with "your plan?"
- The group suggested decreasing the duplication of effort by clearly identifying who does what and when. This process should be conducted from the top down with a definition of roles and responsibilities.
- The leadership of disaster agencies should be experts in their field.

PM Group 1 (Tables 1-2)

- Through better and expanded use of on-line communications prior to disasters.
- There should be a premium on transparency, consistency and uniform access to information.
- Federal efforts should serve in a support role to - and assist in funding - State and local efforts.



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- Improved coordination would result from unified methods of communications and by recognizing the need to identify communication difficulties, for example, different emergency radio frequencies used in different States.
- There is a need for more and better National Incident Management System (NIMS) training.
- The planning process is recommended to progress as follows; local jurisdiction, then State (EMA), then Federal (FEMA). Each level of planning should mirror each other, with the local plans structured after Federal planning guidelines.
- Local government has the responsibility to communicate to public. Recovery plans need to be public knowledge and the important information needs to be shared.

PM Group 2 (Tables 3-4)

- It is important to have relationships in place with all levels, plus private sector.
- The recovery process should begin at local and State level then support provided by FEMA and other Federal agencies. Need to educate all parties on who (local or State) is in charge – not FEMA.
- To ensure improved coordination, there is a need to exercise recovery with tabletop or other tools. Tabletop exercises should involve all partners, nonprofits and emergency managers. States and localities may need to utilize the resources of the Federal government, especially funding, for planning and content of the tabletop exercises.

PM Group 3 (Tables 5-6)

- A very good local example is the Urban Area Security Initiative (UASI) that has worked well in the city for planning for recovery. The UASI model includes six (6) counties, three (3) States and focuses on planning and response for “shared areas” through mitigation, response and recovery.
- A long-term community recovery plan could be part of the well-known Hazard Mitigation planning efforts.
- There is a recognition that the Continuity Assistance Tool (CAT) for response exists, but the elements of CAT for recovery needs bolstering.
- There should be broad guidelines for recovery from FEMA and more details from State guidelines that can be implemented and modernized as needed. Then, it should be up to local governments to decide how to be more specific.

AM Group 4

- There is an existing framework that guides disaster planning and recovery processes
 - It is a bottom up approach, where the local group is the lead and they coordinate with the State and Federal groups as needed.
 - State and Federal are there to support the local government.
- Just as the local government manages the day-to-day operation of the community outside of a disaster situation, they need to do so within a disaster situation.
 - Day-to-day focused operations transfer to disaster focused operations within that framework.
 - All entities involved need to be educated on this model.



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- Turf issues need to be eliminated.
 - Need to provide resources and work together.
- Do not reinvent the wheel – strengthen the existing structure.

AM Group 6

- An open door is needed to bring the different government groups together.
- Need to develop task forces by city and State to oversee recovery processes and program.
- The EMA needs to be expanded in order to facilitate better coordination.
- Communications are needed to adjust for coverage gaps in the event of a disaster.
 - Accurate communication is needed, rumors need to be addressed and dispelled.
- Training programs need to be better coordinated between government entities.

Scribe Notes for PM Group 2

- On the local level.
- On-line
- Consistent/transparent.
- Federal needs to focus on how to support and fund.
- Unified methods of communications.
- More NIMS training.
- Local-State-Federal plans should mirror each other.
- Plans need to be shared.
- Rural communities might be left out.
- Plans need to be public knowledge, information needs to be shared.
- Having the relationships in place.
- Know what to expect from local to Federal governments.
- NGOs and emergency managers need to get together for tabletops all players that will be affected need to be there.
- Recovery needs to be exercised.
- The Urban Area Security Initiative has worked well here for planning to recovery.
- We need to put together a long-term community recovery plan.
- Focus more on recovery planning.
- Federal government needs to lay down very broad guidelines to help structure recovery.
- State and local governments need to be more specific.



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Q4. (Original Q11) What are the greatest capacity challenges that local and State governments face in disaster recovery and what are the best practices for increasing that capacity?

AM Group 7

- A capacity challenge is determining who is in charge, what the “pecking order” is and distinct roles and responsibilities of partners.
- Knowing the availability of resources is a challenge. A physical inventory of tangible assets needed to manage recovery (e.g. equipment) is needed to understand the stock available to pull from and its location when disaster strikes. Additionally, it was recommended that standing MOUs between the public and private sectors be established so that logistical support from the private sector can be accessed quickly when needed.
- Locations for long-term staging areas need to be identified before disaster.
- A capacity challenge is encouraging people to come back to the disaster area once recovery is underway. Figuring out a way to quantify that recovery has been successful and then communicating that message to residents and tourists is difficult.

AM Group 2

- Local governments lack capacity, in both human and fiscal resources to provide all of the recovery components. The idea for Memorandum of Understanding (MOU) for mutual aid with adjoining jurisdictions was suggested as a way to increase disaster support.
- State law for mutual aid is not applied to social functions, creating an acute problem with the lack of integration of efforts. More needs to be done at the top levels of State and local government to coordinate multiple local areas and multiple local resources. There are some very good examples of close coordination such as the airport and the port.
- There is a challenge brought on by the need to reassess the risks and begin to find ways to redirect the impact of risk from response to recovery.
- With the rising costs of resources, there is a need to prudently manage emergency funds and “rolling stock” used in response and recovery.
- One creative suggestion for increasing capacity is to bring in outside experts – especially retired military officers – to serve as local advisors during recovery. They have the experience, leadership and mindset needed to coordinate this type of effort.
- Another challenge is the sustained, long-term view of disaster recovery. Specifically, there is a need to decrease the high rate of turnover in Emergency Managers.
- Recognize that local residents speak the “local language.” When communicating the plan and instructions for recovery, it is important to avoid acronyms and buzz words and instead, rely more on local folks and local phrases for delivering the message.
- The process for recovery should first identify local skills and resources, next identify local and nonprofit resources and finally identify State and Federal resources available.

PM Group 2 (Tables 3-4)

- The group identified a need to first define capacity; the term “capacity” is very broad and may need a more clear-cut definition. Capacity is very local and should be measured locally.



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Local communities needs are different for each area – rural vs. urban – need to determine each separate areas capacity.

- Recovery is long-term, so there is a need for long-term funding, planning and implementation capacity.
- Each State and locality needs a “rainy day fund” to meet disaster needs. Currently we wait until after a disaster happens and fund things after that fact.
 - There is an acute need to think about access to cash; when facilities such as banks and ATM are down during a disaster. Also, loan guarantees through the Small Business Administration (SBA).
 - Increasing capacity means less people to serve overall since there an increased number of people are better prepared. Having more prepared people will reduce capacity needs.

PM Group 3 (Tables5-6)

- One of the greatest capacity challenges is managing the manpower and volunteers. Local governments, especially in this economic downturn, don’t have enough trained staff for daily operations much less to manage disaster response and then to sustain getting our community through recovery.
- Even if this manpower issue can be overcome, the recovery timeline skewed toward the response phase at the beginning of the disaster. This results in a short-staffed effort for the long-term recovery phase. Compounding the challenge is the difficulty getting the right technical staff recruited and on the ground.

AM Group 4

- Services need to be in place at a local level to support displaced people.
- A call-in service (like 211 information lines) can help manage capacity challenges.
- There are often shortages of physical materials.
- Coordination for assistance is often inadequate.
- Debris removal is a large capacity challenge.
- The level of documentation required to achieve recovery creates a capacity challenge.
 - Funds are received retroactively after the documentation is provided.
 - When documentation is challenging, fund are not reimbursed as quickly as needed.
- After most disasters, there is not enough staff to go around.

AM Group 5

- There are often not enough hospital beds available after a disaster.
- Security challenges also occur.
 - A citizens’ academy can assist in meeting security needs.
- Current unmet needs will greatly multiply in a disaster situation.
 - Funds and resources are scarce now and will be exponentially more challenging in a disaster.
- Grant programs need to provide for recovery efforts.
 - Block grants may be an opportunity to fund post disaster, but monies are also needed for planning and staging.
 - Hard to justify allocating resources to planning and staging if there is not a dual use.



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- Disabled people have unique challenges that there is often little capacity to accommodate.
 - Need a database of resources, (e.g., USPS).
 - Media needs to inform the public on certain programs.
 - Need incentives for individuals to participate.

Scribe Notes for PM Group 2

- First define capacity.
- Remember that long-term recovery is long term and there has to be long-term funding.
- There is a need for predetermined disaster funds.
- Recognize that rural/urban funding has to be different.
- Capacity is a very local thing.
- Locals need to establish a rainy day fund.
- Leadership needs to take it seriously.
- Need access to cash.
- Loan guarantees.
- Having more prepared people will reduce capacity needs.
- Manpower – we don't have enough staff for daily operations much less response and then to sustain getting our community through recovery.
- Local governments just don't know what do.
- Staff shortages everywhere. Cut backs on every level local, State and Federal are compounding the problem.

Scribe Notes for Group 3

- Utility companies – They work great together (mutual aid).
- Pair the local with the people that are coming in from the outside.
- Resource identification, managing and typing, etc.
- Pre- Identify resources and put it in a resource list.
- Need an ESF Group that will coordinate the list.
- Produce a method to include private business into the sharing of resources.
- Not getting resource into to accessible to people that cannot see and cannot read, etc. CERT training is not acceptable.
- Establish who is in charge.
- Who has the best capability of handling money issues?
- Who gets to make the final decision?
- Program Coordination strategically starts at the local level and directed upward.
- Identify locations for staging area for long-term recovery.
- Capacity to sustain the population.
- Quantify when you have the capability to have the people to come back – and convincing the people to return.



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Q5. (Original Q13) What unmet needs are common to most disasters that do not seem to be adequately addressed under the current systems and programs?

AM Group 7

- Communication — across all levels of government — needs to be improved. This is particularly a problem for smaller areas. Communication to the public is also a challenge for recovery as well as response issues.
- The building permitting process needs to be streamlined to facilitate the recovery process to ensure longer-term restoration.
- People with disabilities are often overlooked during recovery. Even before disaster strikes, these people often have issues with access to housing and transportation. During times of disaster, their needs are further intensified. Government agencies need to be educated to plan for these populations during recovery, for example by knowing who in the disability community to contact to serve as a point person. Contracts with medical supply companies need to be established to supply resources to these vulnerable populations. Proper screening needs to take place to understand people's specific needs so that the proper resources are appropriately channeled to those in need. The disability community needs to be at the table during the long-term recovery planning process to ensure people with disabilities are catered to.

AM Group 2

- The current programs for disaster recovery are stratified by class. The process needs to be more "even" when planning for the basic needs such as health, food and shelter. It is important to understand diversity in each community and that the resources should be interconnected throughout the community.
- There is an issue with the long-term mental health in a community affected by a disaster, especially among the local leaders such as mayors, commissioners and city council members. The stress of recovery and making hard decisions calls for personal recovery and support.
- When defining what groups will be involved in emergency planning, please include all groups especially the low-income community. They will be most in need of information, jobs, housing and education about the recovery process.
- The current system should make a transition from a case-by-case basis to a more comprehensive system of programs.

AM Group 5

- There is often a lack of effective communication.
 - Effective communication needs to be provided for all segments of the population, including people with disabilities.
 - In order to have effective communication post-disaster, your need to prepare and have a plan for both high tech and low tech communications solutions.
- The movement of people and equipment post disasters is often impaired or inadequate.
- There is often a lack of accessible housing/accommodations.
 - There are not enough shelter locations in the short-term or long-term housing solutions for displaced persons.



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- Sanitation issues often arise with inadequate housing.
- Communities often do not have their mental health needs addressed.
 - Stress management teams could be deployed to help with this problem.
- Shortages of medications and medical treatment services are common in most disasters.
- Effective and coordinated use of qualified and screened volunteers is often inadequate.
 - Those volunteers need to be well supplied.

AM Group 6

- Housing: The methods used in Katrina and Ike were not well coordinated or adequate to the need.
- Regulation on landlords needs to be accomplished.
- Families need to have their needs met, which is not always happening under the current systems and programs.
- There are huge challenges from the mass relocation of people to temporary shelters.
 - Where do we put displaced people?
 - When we have places, their use is not well coordinated.

Scribe Notes for Group 3

- No proper planning for people with Disabilities.
- Need contracts with Medical Equipment companies.
- Need to properly screen the people with disabilities.
- People that are removed from the communities should be the first to return.
- The people must have something to come back to.
- Security Issues – Credentialing – Streamline – Armed Guards.
- Better Planning for Pet care - Meeting the need of Pets.
- Accessing the Population for people with special needs.

Q6. (Original Q16) What else would you like us to know?

- Answers to this question informed comments made to other questions and were not specifically addressed here.



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VISIONING STATEMENTS



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Visioning Statements

Please go to www.DisasterRecoveryWorkingGroup.gov to review visioning statements.